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TOGAF 9 Part 2

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QUESTION 1

Scenario Please read this scenario prior to answering the question You have been appointed as a consultant to the Chief Enterprise Architect of a multinational pharmaceutical corporation. The corporation includes 30 subsidiary companies with operations in over 60 countries and products sold in over 125 countries. It has major research and development sites in over 45 locations worldwide.

The management team is deeply committed to ensuring that the corporation is a world leader in socially responsible pharmaceutical development with a business strategy that focuses on profitability through environmentally friendly operating processes as well as a commitment to disease eradication.

The operations of the corporation are subject to legal and regulatory requirements for each country where they operate. The production of prescription pharmaceutical products has governmental controls that are strictly enforced and compliance is critical. Recently a competitor was heavily fined for violating the regulations in a country where it was conducting a clinical trial for a new regulated drug.

The Governing Board is concerned about the risks posed in this complex global environment. As a result the Chief Executive Officer (CEO) has appointed a Chief Compliance Officer (CCO) to be responsible for overseeing and managing compliance issues for the corporation. The CCO reports directly to the CEO.

The CCO has approved the expenditure of resources to establish an Enterprise Architecture program. He has requested to be informed about the status of projects that could impact regulatory compliance. He also wants the corporate legal staff and auditors to analyze all proposed architectures to ensure that they are within the legal guidelines for each country. In addition, the research organization should be able to see that the architecture is appropriate for its needs.

TOGAF 9 has been mandated as the framework for the development and evolution of the Enterprise Architecture practice. The Preliminary Phase has been completed to establish the enterprise architecture capability for this project.

Refer to the Scenario You have been asked to recommend an approach that would enable the development of an architecture that addresses the needs of the Chief Compliance Officer, legal staff, auditors and the research organization.

Based on TOGAF, which of the following is the best answer?

- A. You recommend that a stakeholder map be developed. This will allow the architects to define groups of stakeholders that share common concerns. A set of views should be defined to address the concerns for each group of stakeholders. Architecture models should then be created for each view to address the stakeholders' concerns.
- B. You recommend that each project architecture activity is developed using a consistent modeling approach that is uniform across all architecture projects. Each architecture should be defined based on this fixed set of models so that all concerned parties can examine the models to ensure that their issues and concerns have been addressed.
- C. You recommend that a special report be created for those groups that have sufficient power and level of interest. This report should summarize the key features of the architecture with respect to the particular location. Each of these reports should reflect the stakeholders' requirements.
- D. You recommend that a set of models be created for each project architecture that can be used to ensure that the system will be compliant with the local regulations. Stakeholders should then view the models to verify that their concerns have been properly addressed.

Correct Answer: D

QUESTION 2



Scenario:

Please read this scenario prior to answering the question

Your role is consultant to the Lead Architect within a company that manufactures a variety of small electromechanical devices. The company is organized as independent operational divisions.

The company has a mature Enterprise Architecture practice and uses TOGAF standard for the basis of its architecture framework. In addition to the EA program, the company has a number of management frameworks in use, including business planning, portfolio/project management, and operations management. The EA program is sponsored by the CIO.

Each division has completed the Architecture Definition documentation required to tailor and configure the environment to meet its own specific manufacturing requirements.

The enterprise architects have analyzed the key corporate change attributes and implementation constraints. A consolidated gap analysis has been completed which has identified the gaps across the Business, Data, Application, and Technology domains. Based on the results of the gap analysis, the architects have reviewed the requirements, dependencies and interoperability requirements needed to integrate the new ERP environment into the existing environment. The architects have completed the Business Transformation Readiness Assessment started in Phase A. Based on all of these factors they have produced a risk assessment.

The implementation process is estimated to take four years. Because of the risks posed by the complexity of the current environment, a phased approach is needed to implement the target architectures. The implementation and Migration Plan v0 1, the draft Architecture Roadmap, and the Capability Assessment deliverables are now complete.

Refer to the Scenario

You have been asked to recommend the next steps to prepare the final Implementation and Migration Plan.

Based on TOGAF standard, which of the following is the best answer?

- A. You would apply the Business Value Assessment Technique to prioritize the implementation projects and project increments. The assessment should focus on return on investment and performance evaluation criteria that can be used to monitor the progress of the architecture transformation. You would confirm the Transition Architecture phases using an Architecture Definition Increments Table to list the projects. You would then document the lessons learned and generate the final plan.
- B. You would assess how the plan impacts the other frameworks in use in the organization. The plan should be coordinated with the business planning, portfolio/project management and operations management frameworks. You would then assign a business value to each project, considering available resources and priorities for the projects. Finally, you would generate the Implementation and Migration Plan.
- C. You would conduct a series of Compliance Assessments to ensure that the implementation team is implementing the architecture according to the contract. The Compliance Assessment should verify that the implementation team is using the proper development methodology. It should include deployment of monitoring tools and ensure that performance targets are being met. If they are not met, then changes to performance requirements should be identified and updated in the Implementation and Migration Plan.
- D. You would place the strategic Architecture Definition and Transition Architectures under configuration control as part of the ongoing architecture development cycle. This will ensure that the architecture remains relevant and responsive to the needs of the enterprise. You would then produce an Implementation Governance Model to manage the lessons learned prior to finalizing the plan. You recommend that lessons learned be accepted by the Architecture Board as changes to the architecture without review.

Correct Answer: B



QUESTION 3

Please read this scenario prior to answering the question

Your role is that of the Lead Enterprise Architect at a multinational automotive corporation. The company is headquartered in Germany, and manufactures cars, trucks and buses. It has manufacturing plants across North America, South America, Europe and Asia. Each of these plants has been operating its own planning and production scheduling systems, as well as custom developed applications that drive the automated production equipment at each plant.

The company has an ongoing initiative to improve the efficiency of all of its production operations, and in particular to reduce its carbon footprint. During a recent exercise held for internal quality improvement, it was determined that a significant reduction in energy usage could be achieved by replacing the current planning and scheduling systems with a common Enterprise Resource Planning (ERP) system located in one central data center. This central system would provide support to each of the plants replacing the functionality in the existing systems. It would also eliminate the need for full data centers at each of the plant facilities.

The Enterprise Architecture department has been operating for several years and has mature, well-developed architecture governance and development processes that are based on the TOGAF standard. At a recent meeting, the Architecture Board approved a Request for Architecture Work sponsored by the global CIO. The request covered the initial architectural investigations and the development of a comprehensive architecture to plan the transformation.

Refer to the Scenario

You have been asked to select the most appropriate recommendation to ensure that the team evaluated different approaches to the problem and clarifies the requirements for the architecture.

Based on the TOGAF standard, which of the following is the best answer?

- A. The team should identify the individuals and groups within the organization who will contribute to the project, in order to understand who has concerns about the initiative. The team should then hold a series of interviews at each of the manufacturing plants using the business scenario technique. This will then enable them to identify and document the key high-level stakeholder requirements for the architecture.
- B. The team should exercise due diligence and carefully research vendor literature and conduct a series of briefings with vendors that are on the current approved supplier list. Based on the findings from the research, the team should define a preliminary Architecture Vision. The team should then use that model to build concerns among the key stakeholders.
- C. The team should perform a shallow architecture development iteration, developing Baseline and Target Architectures for each of the manufacturing plants. This should include development of a set of views corresponding to selected viewpoints that address key concerns of the stakeholders. A consolidated gap analysis between the architectures will then be used to validate the approach, and determine the capability increments needed to achieve the target state.
- D. The team should utilize its approved supplier list, and conduct a pilot project that will enable those suppliers to demonstrate potential solutions that will address the concerns of the stakeholders. Based on the findings of that pilot project, a complete set of requirements will be developed that will drive the evolution of the architecture.

Correct Answer: A

QUESTION 4

Scenario: Florian Flowers BV



Please read this scenario prior to answering the question

Florian Flowers BV is an international agricultural company exporting flowers and seeds worldwide. Florian is headquartered in Rotterdam in the Netherlands, and has sales and distribution centers in over 60 countries worldwide. Several of these centers include administrative, manufacturing, and research facilities.

To achieve full integration of their research capabilities with their development centers located in various climate zones, Florian wants to develop strong self-directed teams in each location. Florian also wants to define new business models that are profitable while reducing their impact on the environment. Florian management is deeply committed to ensuring that the company is a world leader in socially responsible seed development with a business strategy that focuses on profitability through environmentally friendly operating processes.

Florians international operations are subject to various legal and regulatory requirements. In areas such as genetically modified seeds, governmental controls are strictly enforced and compliance is critical. Recently a competitor was heavily fined for violating the regulations in a country where it was developing pest-resistant seeds.

The Governing Board is concerned, and as a result has approved the expenditure of resources to establish an Enterprise Architecture program. They have requested to be informed about the status of projects that could impact regulatory compliance. They also want to enable the corporate legal staff and auditors to analyze proposed architectures to ensure that they are within the legal guidelines for a given location. In addition, the research organization should be able to see that the architecture is appropriate for its needs.

TOGAF 9 has been mandated as the guiding framework for the development and evolution of the Enterprise Architecture practice.

Refer to the Florian Flowers BV Scenario

Florian management has engaged you as the Lead Consultant to assess the current situation.

You have been asked to recommend an approach that would enable the development of an architecture that addresses the needs of all these parties.

Based on TOGAF 9, which of the following is the best answer?

A. Depending on the nature of the architecture, a set of models should be created that can be used to ensure that the



system will be compliant with the local regulations. Stakeholders should be able to view the models to see that their concerns have been properly addressed.

B. Each architecture activity should be developed using a consistent modeling approach that is uniform across all architecture projects. Each architecture should be defined based on this fixed set of models so that all concerned parties can examine the models to ensure that their issues and concerns have been accessed.

C. For those groups that have sufficient power and level of interest, a special report should be created that summarizes the key features of the architecture with respect to the particular location. Each of these reports should reflect the stakeholders' requirements.

D. It would be beneficial to develop a stakeholder map that allows the architects to define groups of stakeholders that share common concerns. A set of views should be defined that addresses the concerns each group. Architecture models can then be created for each view to address the stakeholders' concerns.

Correct Answer: A

QUESTION 5

Scenario Please read this scenario prior to answering the question Your role is that of the Lead Architect working for a government agency responsible for immigration, customs, and border control. The agency was formed by consolidating several smaller government agencies. The agency has established an Enterprise Architecture practice based on TOGAF 9. The CIO is the executive sponsor and has appointed an EA steering team to oversee the practice.

There has been a considerable increase in security requirements and immigration service requests in recent years, which have expanded the scope and size of the operations of the agency. As a result, the existing Information Technology architecture no longer meets the required service levels. A significant Enterprise Architecture (EA) initiative is in progress with the goal to improve customer responsiveness and satisfaction, and improve the overall operational efficiency of the agency.

The current EA staff members were internal appointments based on a request from the EA steering team to supply a number of suitable individuals for the EA effort. Collectively, they possess a broad range of IT and business analysis skills. However, the CIO has expressed concern about the diverse range of experience within the team. There is concern that the EA staff may be lacking in some of the critical skills that are required to properly conduct EA activities. It had been assumed that any EA-related skill gaps would be overcome by on-the-job mentoring from the senior members of the EA staff. Each architect was expected to attend a TOGAF training course and participate in other skill development activities.

A recent review of the EA program revealed that many EA staff members, despite attending multi-day training courses, were not proficient in analyzing or creating the models and artifacts required for their assigned architecture projects. Stakeholders have observed errors and inconsistencies in artifacts and deliverables being submitted for review.

Refer to the Scenario The CIO has asked you to recommend a professional development plan for the EA staff in order to address the findings raised in the recent review.

Based on TOGAF, which of the following is the best answer?

A. You recommend that a comprehensive evaluation of key team leader skills be made using the TOGAF Architecture Skills Framework. Based on the evaluations, you will recommend the necessary staff changes. This will ensure that the team leaders have the necessary skills and experience for the architecture tasks within the agency. The role and skill categories defined in the TOGAF Architecture Skills Framework should then be shared with the department leaders so that in the future, they can make more informed choices when providing internal candidates for the EA team.

B. You recommend that an architecture maturity assessment should be conducted. This will identify the practices on which the agency should focus to see the greatest improvement and ensure that the basic enterprise architecture



process is documented. As part of the assessment, all of the team leaders should be interviewed and their qualifications assessed. In order to rectify areas of low proficiency, they are expected to attend additional EA training courses. When the team leaders have achieved the desired levels of proficiency, they should apply a similar process for their staff members.

C. You recommend that you work with the EA steering team to adapt the TOGAF Architecture Skills Framework for use within the architecture practice at the agency. The categories of architecture roles, the required skills for each role and the desired level of proficiency for each role and skill will be defined by this framework. Each team member, or prospective team member, can then be evaluated for suitability against these roles and skills. Staffing and training adjustments can then be made as necessary to close gaps that are discovered.

D. You recommend that to address the issues identified in the review, the experienced team leaders should mentor the junior team members. At the same time additional training should be provided. Since it is now known that some models are improperly defined and may have caused cascading errors in other parts of the architecture, you recommend an iteration of the Migration Planning phase occur, so as to develop a coordinated transition to a new baseline using the last known good architecture. Once the artifacts are consistent and correct, these can be applied to this new baseline.

Correct Answer: C

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