



OG0-092^{Q&As}

TOGAF 9 Part 2

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QUESTION 1

Patterns and Co. is introducing a Commercial Off-the-Shelf (COTS) Market Analytics solution in order to improve its new delivery service.

Patterns and Co. has a mature enterprise architecture capability and the CIO is the sponsor of the enterprise architecture team. The business vision and requirements for the new system are defined. It includes a detailed business process analysis. The supplier has proposed a solution but the Architecture Board identified some of the project requirements not consistent with the adopted infrastructure standards. The CIO considered the risks and approved the implementation. The CIO has asked the EA team to execute the Phase G ensuring that the system performance KPIs are respected, the project remains within budget and security guidelines are met. Refer to the scenario above As Lead Enterprise Architect you have to recommend a plan to implement the CIO decision. Choose the best answer according to TOGAF 9.

Choose one of the following answers

- A. You ask the supplier to modify the web server hardware and software components so they can meet the current infrastructure standards. You advise to execute a proof of concept to anticipate any coding issue. Then, after the agreement with the development leads for supporting the development, you will provide the project plan to the project manager and develop an Architecture Contract. A set of frequent operational reviews to monitor the solution's performance is then scheduled after the implementation is completed.
- B. You recommend the co-existence of a second web server standard and modify the company Standards Information Base adding this new technology. You ask the project architects to create an Architecture Contract with the development teams. You identify the need of a performance testing and a compliance review. You agree with the business on SLA and delivery dates. You identify re-usable procedures and objects.
- C. You eliminate the non-standard web server from the solution as recommended by the Architecture Board. You create a revised plan and Architecture Contract for the development stressing the re-use of standard technologies. You share the budget implication of this solution with a finance committee and inform the CIO of the long term cost benefits of this choice. You define periodical project management meetings to monitor compliance.
- D. You execute a risk analysis and set deliverables and timing requirements with the development team. You implement a detailed impact analysis of the chosen solution. You create an Architecture Contract and ask for the CIO's approval before implementing it. You test the solution just prior to implementation and deliver the project artifacts and store after the completion of the implementation.

Correct Answer: B

QUESTION 2

Please read this scenario prior to answering the question.

You are serving as the Lead Architect for an Enterprise Architecture project team within a multinational oil and gas corporation. It is organized into two major business groupings: Upstream operations which include exploration for crude oil and natural gas and operating the infrastructure necessary to deliver oil and gas to the market. Downstream operations which include the manufacturing, distribution and marketing activities for oil products and chemicals. Safety is a priority for the company, with the aim to ensure it causes zero harm to people and the environment. The company has to satisfy the regulatory requirements of each of the countries it operates in.

The downstream business generates a third of the company's profits worldwide and includes more than 30,000 petrol stations and various oil refineries. In some countries it also includes oil refining, a retail petrol station network, lubricants manufacture and marketing, industrial fuel and lubricants sales. The practice for the downstream business has been to



operate locally, managed by local “operating companies”.

The Governing Board is concerned about the risk posed by operating in this complex global environment with a large part of the downstream business represented by local operating companies. As a result, the Chief Executive Officer (CEO) has appointed a Chief Compliance Officer (CCO) to be responsible for overseeing and managing compliance issues to the corporation. The CCO reports directly to the CEO.

The CCO has approved the expenditure of resources to establish an Enterprise Architecture program, and has mandated the use of the TOGAF standard as the framework. He has requested to be

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 local operating companies.

Based on the TOGAF Standard, Version 9.2, which of the following is the best answer?

- A. You recommend that an analysis of the stakeholders is undertaken, including development of a Stakeholder Map. This will allow the architects to define groups of stakeholders who have common concerns. The concerns and relevant viewpoints should then be defined for each group of stakeholders, and recorded in the Architecture Vision document.
- B. You recommend that the ArchiMate modeling language is used to create a set of models that can be applied uniformly across all architecture projects. Each architecture should then be defined based on this fixed set of models. All concerned parties can then examine the models to ensure that their needs have been addressed.
- C. 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. A formal review should be held with the stakeholders to verify that their concerns have been properly addressed by the models.
- D. You recommend that a Communications Plan be created to address the powerful and influential stakeholders. This plan should include a report that summarizes the key features of the architecture with respect to each location and reflect the stakeholders' requirements. You will check with each stakeholder that their concerns are being addressed.

Correct Answer: B

QUESTION 3

SureFlight Air Carrier has received approval for the acquisition of a regional carrier. To integrate the new acquisition, a TOGAF based enterprise architecture program has been initiated. The CIO sponsors the activity supported by the Chief Architect. In Phase A within the initial iteration the CIO wants to ensure that the architecture activities are recognized among the various stakeholders of the enterprise. Refer to the scenario above You are a consultant supporting the Chief Architect that should explain how to identify and engage the stakeholders at this stage of the program. Identify the best answer accordingly to the TOGAF 9 guidelines. Choose one of the following answers

- A. Using the business scenarios technique you would identify supporting and not supporting stakeholders. Then you would list the set of viewpoints that are addressing the stakeholder concerns and share these with them.
- B. You first priority is to communicate with the regional carrier stakeholders developing a Communications Plan to share main features and discuss opportunities with them.
- C. You conduct a pilot proof of concept during Phase A to demonstrate the technical feasibility to the stakeholders explaining the approach available from your preferred suppliers.
- D. You identify all the main stakeholders on both the acquired carrier and the rest of the enterprise. Using a stakeholder map, you classify and record their power in relation to this activity. You then focus on implementing the relevant



viewpoints that can address the concerns of every main stakeholder identified in the stakeholders map.

Correct Answer: D

QUESTION 4

Scenario Please read this scenario prior to answering the question You are serving as the Lead Architect for an insurance company, which has been formed through the merger of three previously independent companies. The company now consists of three divisions with the same names and division headquarters as their predecessors.

The lack of integration between the three divisions has increasingly caused problems in the handling of customer and financial information. The inability to share information has resulted in lost opportunities to leverage the synergies that should have been possible as a result of the merger. At present, each division maintains its own applications. Despite an earlier initiative to install a common application to manage customer, products, and claims information, each division has different ways of defining these core elements and has customized the common application to the point where the ability to exchange information is difficult, costly, and error-prone.

As a result, the company has made the decision to introduce a common web portal, contact center software suite, and document management system. Also the company has selected a single enterprise-wide customer relationship management (CRM) application to consolidate information from several applications that exist across the divisions. The application will be used by each of the divisions and accessed by third party partners through well defined interfaces.

The Corporate Board is concerned that the new application must be able to manage and safeguard confidential customer information in a secure manner that meets or exceeds the legal requirements of the countries in which the company operates. This will be an increasingly important capability as the company expands its online services in cooperation with its partners.

The CIO has formed an Enterprise Architecture department, and one of the primary goals in its charter is to coordinate efforts between the implementation team and the migration teams in each division. The CIO has also formed a cross-functional Architecture Board to oversee and govern the architecture. The company has an existing team of security architects.

TOGAF 9 has been selected as the core framework for use for the Enterprise Architecture program. The CIO has endorsed this choice with the full support of top management.

Refer to the Scenario As part of the process for establishing the Enterprise Architecture department, you are developing a set of architecture principles to guide the activities.

You need to recommend the best approach for this work.

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

- A. You would review the mission statements for the company and its divisions, together with the corporate business goals and business drivers. Based on that review, you would work closely with the key stakeholders and the Architecture Board to define the architecture principles. You would ensure that they actively promote the alignment of IT with the corporate business strategies. You would then hold review meetings with the relevant stakeholders, including senior management, ensuring their support.
- B. You would gather information from credible industry sources in the insurance business. Based on that information, you would assess current trends and apply them to defining a set of principles that embody best practices. You would select architecture principles that do not conflict with each other and that should be stable. You would ensure that all the principles are realistic and avoid including principles that are too obvious.
- C. You would analyze the mission statements for the company and each of its divisions, together with the corporate business goals. Based on that analysis, you would define a set of architecture principles and review them with the CIO.



When developing the principles you would ensure that they actively promote the alignment of IT with the business strategies and initiatives of the company. You would then seek the endorsement of the CIO and senior management.

D. You would define a set of principles that support the preferred best practices embodied in the Enterprise Architecture department charter. You would publish the principles on the corporate intranet to ensure widespread acceptance and compliance. You would then schedule regular periodic Compliance Assessments with each of the divisions to check that they have made satisfactory progress toward meeting the objectives and conditions embodied in the principles.

Correct Answer: C

QUESTION 5

Please read this scenario prior to answering the question

Your role is that of a consultant to the Lead Enterprise Architect in a company that develops wind turbines for use in wind farms. The company has three manufacturing facilities, one in North America, one in Asia, and one in Europe. Each of these facilities supplies the power industry in its region.

The company recognizes that the long-term technical potential of wind energy can address the current global dependency on carbon fuels, in order to do so this will require wind turbines to be installed over the large areas and in areas of higher wind resources. In particular offshore wind farms can contribute substantially more energy than land stationed turbines.

The research arm of the company has pioneered the development of an offshore wind turbine design, with an improved turbine blade and power system, that will produce up to 20% more energy. This will allow the production of significantly more salable energy. This new design is ready to go into production.

The company has a mature Enterprise Architecture practice supported by a cross-functional Architecture Board and uses the TOGAF standard. The Chief Information Officer and the Chief Operating Officer cosponsor the Enterprise Architecture program.

As part of putting the new design into production, a pilot architecture project has defined an updated standard approach for controlling the automated test systems used to perform final quality assurance. The Chief Engineer, sponsor of the activity, and the Architecture Board have approved the plan for immediate implementation at each plant.

Architecture Contracts have been developed that detail the work needed to implement and deploy the new automated test system controller for each location. The Chief Engineer has expressed concern that a uniform process be employed at each location to ensure consistency and a low blade failure rate.

Refer to the Scenario

You have been asked to recommend the best approach to address the Chief Engineer's concern.

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

A. You create an Architecture Contract to manage and govern implementation and migration process at each location. For internal development projects, you issue a memorandum of understanding between the Architecture Board and the implementation organization. For contracts issued to an external party, you ensure that it is a fully enforceable legal contract. You ensure that the Architecture Board reviews all deviations from the Architecture Contract, and considers whether or not to grant a dispensation to allow the implementation organization to customize the process to meet their local needs.

B. You create an Architecture Contract to manage and govern the implementation and migration process. If the contract is issued to an external party, you ensure that it is a fully enforceable legal contract. For internal development projects, you decide it is adequate to utilize a memorandum of understanding between the Architecture Board and the



implementation organization. You recommend that if a deviation from the Architecture Contrast is detected, the Architecture Board grant a dispensation to allow the implementation organization the ability to customize the process to meet their local needs.

C. You review the applicable Architecture Contract for each location, ensuring that it addresses the project objectives, effectiveness metrics, acceptance criteria, and risk management. In cases where the contract is issued to an external party, you ensure that it is a legally enforceable contract. You schedule compliance reviews at key points in the implementation process to ensure that the work is proceeding in accordance with the Architecture Board reviews all deviations from the Architecture Contract, and considers whether or not to grant a dispensation to allow the implementation organization to customize the process to meet their local needs.

D. You use the Architecture Contracts to manage the architecture governance processes for the project across the locations. You deploy monitoring tools to assess the performance of each completed steam turbine at each location and develop change requirements if necessary. You recommend that if a deviation from the contract is detected the Architecture Board should modify the Architecture Contract to allow the implementation organization the ability to customize the process to meet their local needs. As a result, you then issue a new Request for Architecture Work to implement the modified Architecture Definition.

Correct Answer: D

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