OG0-092^{Q&As}

TOGAF 9 Part 2

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QUESTION 1

Scenario: Rollins Manufacturing

Please read this scenario prior to answering the question

Rollins Manufacturing is a major supplier in the automotive industry, headquartered in Cleveland, Ohio with manufacturing plants in Chicago, Sao Paulo, Stuttgart, Yokohama, and Seoul. Each of these plants has been operating its own Manufacturing Requirements Planning (MRPII) system, production scheduling, and custom developed applications that drive the automated production equipment at each plant.

Rollins is implementing lean manufacturing principles to minimize waste and improve the efficiency of all of its production operations. During a recent exercise held for internal quality improvement, it was determined that a significant reduction in process waste could be achieved by replacing the current MRPII and scheduling systems with a common Enterprise Resource Planning (ERP) system located in the Cleveland 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. A reduced number of IT staff could support the remaining applications. In some cases, a third- party contractor could provide those staff.

The Rollins Enterprise Architecture department has been operating for several years and has mature, well-developed architecture governance and development processes that are strongly based on TOGAF 9.At a recent meeting, the Architecture Review Board approved a Request for Architecture Work from the Chief Engineer of Global Manufacturing Operations who is the project sponsor. The request covered the initial architectural investigations and the development of a comprehensive architecture to plan the transformation.

The Common ERP Deployment architecture project team has now been formed, and the project team has been asked to develop an Architecture Vision that will achieve the desired outcomes and benefits. Some of the plant managers have expressed concern about the security and reliability of driving their MRPII and production scheduling from a central system located in Cleveland. The Chief Engineer wants to know how these concerns can be addressed.

Refer to the Rollins Manufacturing Scenario

You are serving as the Lead Enterprise Architect of the newly-formed Common ERP Deployment architecture project team.

As the Common ERP Deployment architecture project team assembles for its initial meeting, many of the participants have voiced concerns about the sweeping scope of the initiative. Others are confident that they know a solution that will work. During the meeting, a number of alternative recommendations for how to proceed are put forward by members of the team. You have been asked to select the most appropriate recommendation to ensure that the team evaluates different approaches to the problem and clarifies the requirements for the architecture.

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

A. The team should 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 characteristics of the architecture from the business requirements.

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 target Architecture Vision. The team should then use that model to build consensus among the key stakeholders.

C. The team should create Baseline and Target Architectures for each of the manufacturing plants. A gap analysis between the architectures will then validate the approach, and determine the Transition Architecture needed to achieve the target state.

D. The team should conduct a pilot project that will enable vendors on the short list to demonstrate potential solutions that will access the concerns of the stakeholders. Based on the findings of that pilot project, a complete set of requirements can be developed that will arrive the evolution of the architecture.

Correct Answer: A

QUESTION 2

Scenario: Please read this scenario prior to answering the Question You have been appointed as a consultant to the Lead Enterprise Architect of an international agricultural company that exports bulbs, flowers and seeds worldwide. The company has its headquarters in the Netherlands, and has sales and distribution centers in over 30 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, the company wants to develop strong self-directed teams in each location. It also wants to

define new business models that are profitable while reducing their impact on the environment. The

management team 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.

The international operations of the company are subject to legal and regulatory requirements for each

country where they operate. The production of genetically modified seeds 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 developing pest-resistant seeds.

The Governing Board is concerned about the risks posed in this complex global environment, 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 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 Governing Board, legal staff, auditors and the research organization.

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

A. 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.

B. 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 stakeholders1 requirements.

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. Stakeholders should then view the models to verify that their concerns have been properly addressed.

D. 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.

Correct Answer: D

QUESTION 3

Scenario Please read this scenario prior to answering the question You are working as a consultant to the Chief Architect at a government agency responsible for securing all government communications and information systems. The agency has recently received funding for a program that will upgrade the reliability and performance of its secure communication systems which provide real-time, highly secure communication of voice, video, and message data to remote locations around the world.

The agency has an established enterprise architecture (EA) capability based on TOGAF 9. The Executive Director of the agency is the sponsor of the EA capability.

Since reliable, high-performance, and secure communications are essential to preserving national security,

the Executive Director has placed more stringent requirements for the architecture for the upgraded

system. It must be able to provide assurance and verification of specific performance measures on the key

services that are most crucial for system operation. Focusing on these service-level details and specific

measurements will allow more stringent requirements to be enforced in service contracts. It will also

provide a high degree of assurance that necessary performance is being delivered and that notifications

will occur if any critical service fails to perform as required.

A portion of the program budget has been allocated to conduct a review of the EA. The scope of the review

is to evaluate the processes, content and governance of the EA capability to ensure that the higher target

performance and service levels required by the upgeed system can be achieved.

The Chief Architecture has noted that the core EA artifacts that have been used since TOGAF 9 was

introduced are not adequate to describe these new capabilities. The artifacts do not have explicit

provisions for defining the in-depth measurement requirements regarding specific services required for the

system. She has learned that certain services within the current system have service measurement

implementations that match some of the new requirements, but they are only used in a few areas.

Recent EA efforts at another national agency have produced generalized high-performance

communication system models to realize similar requirements in a critical defense system involving secure

communications. It is possible that these models may be useful for the upgrade program.

Refer to the Scenario

You have been asked to make recommendations for tailoring the Architecture Content Metamodel to

accommodate the requirements of the upgraded system.

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

A. Since some artifacts will now require specific measurements and additional data will be needed to support the performance objectives linked to these measurements, you recommend that the motivation and governance extensions of the TOGAF 9 Content Metamodel are used. Using these extensions will allow modeling the goals, objectives and drivers for the architecture, linking them to service levels and more detailed governance models. This will also enable the ability to re-use existing profiles, customizing them for the various service contracts involved.

B. You recommend all of the TOGAF 9 Content Metamodel extensions be incorporated into the Architecture Content Metamodel. The full Content Metamodel will enable the EA team to capture and categorize all the important additional data needed to support the performance and measurement objectives linked to these artifacts. Once the new repository content has been implemented, on-demand queries can be used to generate a customized governance stakeholder view that isolates the artifacts and data needed to assess measurement for any particular service. If this view is found to be inadequate for the governance concerns, the service models within those artifacts can be expanded.

C. Since this case requires extensions of the modeling and data details of the service, this is best done by using the services extension of the TOGAF 9 Content Metamodel. By using this extension, the service model is no longer constrained by what is expected in typical business service definitions, allowing more flexibility for adding customized models to support the more stringent measurement requirements. The services extension can also be used to map terminology between the business services and the application components.

D. To support the type of stringent performance measurements needed for the more detailed governance views required for the upgraded system, the interfaces to the communication and network layer of the architecture must be highly visible at the application level. To accommodate the proper development of this, a Communications Engineering view should be created from the infrastructure extension models of the TOGAF Content Metamodel. This view will allow architects to align the required performance measurement communications across the system.

Correct Answer: C

QUESTION 4

Scenario: Summer Seeds BV Please read this scenario prior to answering the question Summer Seeds BV is an international agricultural company exporting bulbs, flowers and seeds worldwide. It 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, the company wants to develop strong self directed teams in each location. It also wants to define new business models that are profitable while reducing their impact on the environment. The 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. Summer Seed\\'s 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 information 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 Summer Seeds BV Scenario You have been appointed as the Lead Consultant. 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 addressed,

C. A stakeholder map should be developed that allows the architects to define groups of stakeholders sharing common concerns. A set of views should then be defined that addresses the concerns for each group- Architecture models can then be created for each view to address the stakeholders\\' concerns.

D. 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.

Correct Answer: C

QUESTION 5

Please read this scenario prior to answering the question You are serving as the Lead Architect for a chain of convenience stores, which has over 2000 retail outlets throughout the Asia-Pacific region. The stores operate 24 hours a day and 7 days a week and use the latest cloud-based point-of-sale (POS) technology to manage their sales and inventory. Cloud-based POS systems store all user data, including sales and inventory in a remote server.

The cloud-based systems collect real-time data to support ordering and product selection decisions including the tailoring of product assortment based on sales history, customer demographics as well as the next day\\'s weather forecast. In many cases, several stores are located in neighboring areas. This strategy makes distribution to each store cheaper, as well as making multiple deliveries per day possible. The stores also act as self-service delivery locations for a large online retailer which further increases the number of potential customers entering the stores.

An Enterprise Architecture practice exists within the company, with the CEO and CIO as joint sponsors. They have decided to adopt TOGAF 9 within the practice and the first project is to restructure the Enterprise Architecture so that it can better support the existing environment and accommodate future changes of strategy within the company.

The CIO has stated that the following issues also need to be addressed in the restructuring:

-They need to address problems with data quality and inconsistent data in order to support better decision making and

analysis.

-The architecture should focus on the needs of the business, not technology.

-To remain competitive, new products and promotions must undergo market trials before deployment across the retail chain. Information systems must be able to manage changes and updates without undue delays.

Refer to the Scenario [Note: You should assume that the company has adopted the example set of principles that are listed and defined in TOGAF, Section 23.6. You may need to refer to Chapter 23 of the reference text in order to answer this question.]

You have been asked to identify the most relevant architecture principles for the current situation.

Based on TOGAF, which of the following is the best answer? [Note: The ordering of the principles listed in each answer is not significant.]

A. Maximize Benefit to the Enterprise, Data Trustee, Data is an Asset, Responsive Change Management, Interoperability.

B. Requirements Based Change, Responsive Change Management, Data Trustee, Common Vocabulary and Data Definitions, Business Continuity.

C. IT Responsibility, Data security, Ease of Use, Service Orientation, Common Use Applications.

D. Data is Accessible, Data is shared, Interoperability, Requirements Based Change, Control Technical Diversity.

Correct Answer: A

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