

TheOpenGroup.OG0-093.v2022-06-30.q260

Exam Code:	OG0-093
Exam Name:	TOGAF 9 Combined Part 1 and Part 2
Certification Provider:	The Open Group
Free Question Number:	260
Version:	v2022-06-30
# of views:	8427
# of Questions views:	2600
https://www.freeqas.com/qa/TheOpenGroup/OG0-093/TheOpenGroup.OG0-093.v2022-06-30.q260.html	

NEW QUESTION: 1

Complete the sentence. In TOGAF, architecture viewpoints represent _____

- A. concerns of stakeholders
- B. observations of the CIO/CTO
- C. stakeholder requirements
- D. observations of the architect staff
- E. opinions of the sponsors

Answer: A (LEAVE A REPLY)

NEW QUESTION: 2

Scenario

Please read this scenario prior to answering the Question

You are serving as the Lead Architect for a chain of convenience stores. The stores operate 24 hours a day and 7 days a week and use 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 standard 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 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 and if these are successful, deployed 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. Interoperability, Data is Accessible, Data is Shared, Requirements Based Change, Control Technical Diversity

B. IT Responsibility, Data Security, Ease of Use, Service Orientation, Common Use Applications

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

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

Answer: D ([LEAVE A REPLY](#))

NEW QUESTION: 3

Complete the sentence. All of the following are parts of the conceptual structure of the TOGAF Architecture Governance Framework, except _____

A. Content

B. Context

C. Process Flow Control

D. Repository

E. Vision

Answer: ([SHOW ANSWER](#))

Section: Part 2

Explanation

NEW QUESTION: 4

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. As part of a corporate-wide Lean Manufacturing initiative, the company has defined a strategic architecture to improve its ability to meet consumer demand and improve its ability to manage its supply chain. The strategic architecture called for the consolidation of multiple Enterprise

Resource Planning (ERP) applications that have been operating independently in several of the divisions' production facilities. The goal is to replace the functionality of the existing applications with a new ERP product running as a single instance in the company's primary data center.

The company has a mature enterprise architecture practice and uses TOGAF 9 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.

Because of the risks posed by the complexity of the current environment, it has been determined that a phased approach is needed to implement the target architectures. The overall implementation process is estimated to take several years.

Refer to the Scenario

The Implementation and Migration Plan v0.1, the draft Architecture Roadmap, and the Capability Assessment deliverables are now complete. You have been asked to recommend the next steps to prepare the final Implementation and Migration Plan.

Based on TOGAF 9, 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. Minimally, 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, taking into account 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.

Answer: A (LEAVE A REPLY)

Business Value Technique usually follows BTRA, and will fulfil the requirement to phase approach by prioritizing projects and listing their execution using ADI table.

NEW QUESTION: 5

According to TOGAF, which document should incorporate the actions arising from the Business Transformation Readiness Assessment technique?

- A. Implementation and Migration Plan
- B. Architecture Requirements Specification
- C. Implementation Governance Model
- D. Architecture Road map
- E. Communications Plan

Answer: A (LEAVE A REPLY)

NEW QUESTION: 6

Complete the sentence. The major information areas managed by a governance repository should include _____.

- A. Catalogs, Matrices and Diagrams
- B. Capability, Segment and Transition Architectures
- C. Audit Information, Process Status and Reference Data
- D. Common Systems Solutions, Organization-Specific Solutions and Industry Solutions
- E. Artifacts, Best Practices and Standards

Answer: C (LEAVE A REPLY)

Explanation

Reference https://pubs.opengroup.org/architecture/togaf9-doc/arch/chap04.html#tag_04_04

NEW QUESTION: 7

Complete the sentence: TOGAF provides a set of reference materials for establishing an architecture function within an organization known as the _____.

- A. Architecture Capability Framework
- B. Architecture Content Framework
- C. Architecture Landscape
- D. Architecture Repository
- E. Architecture Roadmap

Answer: A (LEAVE A REPLY)

Section: Part 1

NEW QUESTION: 8

What technique used in Phase B provides self-contained view of the business that is independent of the current organizational structure, business processes, information systems and application?

- A. Business Capability Map
- B. Organization Map
- C. Information Map
- D. Value Stream Analysis

Answer: A (LEAVE A REPLY)

Section: Part 2

NEW QUESTION: 9

Scenario

Please read this scenario prior to answering the question

You are serving as the Lead Enterprise Architect for a chain of convenience stores. The stores operate 24 hours a day and 7 days a week and use 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 standard 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 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.

[Note: You should assume that the company has adopted the example set of principles that are listed and defined in TOGAF standard, Architecture Principles chapter. You may need to refer to the Architecture Principles chapter, section 20.6 (located in Part III) within 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 the TOGAF standard, 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. Data is Accessible, Data is Shared, Interoperability, Requirements Based Change, Control Technical Diversity

D. IT Responsibility, Data Security, Ease of Use, Service Orientation, Common Use Applications

Answer: A (LEAVE A REPLY)

NEW QUESTION: 10

Which one of the following is the practice by which the enterprise architecture and other architectures are managed and controlled at an enterprise level?

A. IT governance

B. Corporate governance

C. Technology governance

D. Architecture governance

E. The program management office

Answer: D (LEAVE A REPLY)

NEW QUESTION: 11

Complete the sentence. The ADM can be viewed as the process of populating the enterprise's own _____ with relevant re-usable building blocks taken from the more generic side of the Enterprise Continuum.

A. Architecture Requirements

B. Architecture Repository

C. Standards Information Base

D. Strategic Architecture

E. Implementation and Migration plan

Answer: B (LEAVE A REPLY)

NEW QUESTION: 12

Scenario

Please read this scenario prior to answering the Question

Your role is that of Lead Enterprise Architect for a chain of convenience stores. The chain includes over 15,000 retail outlets throughout the Asia-Pacific region. Each store in the chain is an independently owned and operated franchise. The stores operate 24 hours a day and 7 days a week. Many of the stores have been with the franchise for more than 10 years and still use the original IT systems deployed at that time. The CEO of the chain has stated his concerns about the inefficiencies of the current systems and identified the need to change. He has defined a new strategic vision that will enhance the business by providing its franchisees new services to help them compete with other retail outlets and online retailers. This strategy is part of the long-term commitment to enhance the brand image and increase revenue for the chain. He has also stated that he expects improved financial results by the end of the current fiscal year.

These changes will provide the chain with improved products, and more efficient operations. The stores will also act as delivery and return locations for a large online retailer which will further increase the number of potential customers. The addition of a corporate-wide data warehouse will provide analytics that will enable the marketing group to improve its ability to target advertising and new products to specific regions.

The chain has a mature Enterprise Architecture practice based in its headquarters and uses the TOGAF standard as the method and guiding framework. The CIO is the sponsor of the activity.

The Chief Architect engaged the services of a leading consulting firm that specializes in business strategy. An initial study has been conducted to identify the strategic changes needed to implement the CEO's vision. This recently completed with approval of a strategic architecture encompassing the entire chain, including detailed requirements and recommendations.

Based on the recommendations from the initial study, the decision for the chain to adopt a packaged suite of integrated applications that is tailored to the needs of the franchise has been taken.

Refer to the scenario

You have been asked by the Chief Architect to propose the best approach for architecture development to realize the CEO's vision.

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

- A.** You propose that the target architecture is defined first, followed by transition planning. This is because the vision is well understood and the strategic architecture agreed. The target first approach will ensure that the current problems and inefficiencies of the baseline architecture are not carried forward, and that the proposed solution addresses the requirements identified in the initial study.
- B.** You propose that this engagement define the baseline architecture first in order to assess the current infrastructure capacity and capability. The initial priority is to understand the problem. Then the focus should be on transition planning and architecture deployment. This will identify requirements to ensure that the projects are sequenced in an optimal fashion so as to realize the vision.
- C.** You propose that the team focus on architecture definition, with a specific emphasis on understanding the strategic change parameters of the business strategy. Once understood, the team will be in the best position to identify the requirements, drivers, issues, and constraints for this engagement. You would ensure that the target architecture addresses non-functional requirements so as to ensure the target architecture is robust and secure.
- D.** You propose that the team focus on defining the target architecture by going through the architecture definition phases (B-D). This is because the initial study identified the need to change. This will ensure that the change can be defined in a structured manner and address the requirements needed to realize the vision.

Answer: A (LEAVE A REPLY)

Section: Part 2

NEW QUESTION: 13

Which part of the TOGAF document describes an overview of typical architecture deliverables?

- A.** ADM Guidelines and Techniques
- B.** Architecture Capability Framework
- C.** Architecture Content Framework

D. Enterprise Continuum & Tools

E. TOGAF Reference Models

Answer: (SHOW ANSWER)

Section: Part 1

NEW QUESTION: 14

Scenario

Please read this scenario prior to answering the Question

You are working as a consultant to the Chief Architect at an intelligence and security organization responsible for securing government communications and information systems. These provide real-time, highly secure communication of voice, video, and message data to remote locations around the world. The agency has recently received information from intelligence sources that the current encryption protocols may no longer be secure. In response, a program is underway to upgrade the systems.

The agency has an established Enterprise Architecture (EA) capability based on the TOGAF standard. 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 of the upgraded systems. 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 stricter 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 context 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 upgraded system can be achieved.

The Chief Architect has noted that the core EA artifacts that have been in use are not able 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

[Note: You may need to refer to the Content Metamodel chapter, section 30.4 (located in Part IV) of the reference text in order to answer this question.] You have been asked to make recommendations for tailoring the Architecture Content Metamodel to accommodate the requirements of the upgraded system.

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

A. You recommend that the motivation and governance extension are incorporated into the Architecture Content Metamodel. 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 that a Communications Engineering view is created using the infrastructure consolidation extension from the Architecture Content Metamodel. This view will allow architects to align the needed performance measurement communications across the system. This will support the stringent performance measurements needed for the more detailed governance views required for the upgraded system, making the interfaces to the communication and network layer of the architecture highly visible at the application level.

C. You recommend all of the 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.

D. You recommend that the services extension be incorporated into the Architecture 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.

Answer: ([SHOW ANSWER](#))

NEW QUESTION: 15

Which section of the TOGAF template for Architecture Principles should highlight the business benefits for adhering to the principle?

- A. Implications
- B. Name
- C. Rationale
- D. Statement

Answer: ([SHOW ANSWER](#))

Section: Part 1

NEW QUESTION: 16

Complete the sentence. The TOGAF Technical Reference Model _____

- A. is intended to contain the Enterprise Continuum
- B. contains only solution building blocks
- C. contains several industry specific frameworks
- D. is an example and should be tailored to the needs of an organization
- E. must be used "as is" for developing comprehensive architecture models

Answer: D ([LEAVE A REPLY](#))

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NEW QUESTION: 17

Which of the following best describes the TOGAF Architecture Development Method?

- A. A method for controlling change at an enterprise-wide level
- B. A method for developing an organization-specific architecture
- C. A method for managing architecture requirements
- D. A method for classifying architectures and solutions
- E. A method for creating an Architecture Repository

Answer: (SHOW ANSWER)

Explanation

Reference <https://www.visual-paradigm.com/guide/togaf/togaf-adm-tutorial/>

NEW QUESTION: 18

Which of the following TOGAF components was created to enable architects to design architectures addressing Boundaryless Information Flow?

- A. The TOGAF Technical Reference Model
- B. The Integrated Information Infrastructure Model
- C. The Enterprise Continuum
- D. The Architecture Repository

Answer: B (LEAVE A REPLY)

NEW QUESTION: 19

Which Architecture domain is recommended to be the first architecture work undertaken in the ADM cycle?

- A. Data Architecture
- B. Technology Architecture
- C. Application Architecture
- D. Business Architecture

Answer: D (LEAVE A REPLY)

NEW QUESTION: 20

Which one of the following is an objective of the Preliminary Phase of the ADM?

- A. To develop a Target Business Architecture
- B. To define, scope and prioritize architecture tasks
- C. To define the architecture principles

- D. To obtain management commitment for this cycle of the ADM Pass4test.com
- E. To prioritize work packages

Answer: C ([LEAVE A REPLY](#))

NEW QUESTION: 21

Which of the following best describes the purpose of the Statement of Architecture Work?

- A. It defines the scope and approach to complete an architecture project
- B. It is sent from the sponsor and triggers the start of an architecture development cycle
- C. It provides a high-level aspirational view of the end architecture project
- D. It provides a schedule for implementation of the target architecture
- E. It contains an assessment of the current architecture requirements

Answer: A ([LEAVE A REPLY](#))

NEW QUESTION: 22

According to TOGAF, which of the following best describes how the Enterprise Continuum is used in organizing and developing an architecture?

- A. It is used to coordinate with the other management frameworks in use
- B. It is used to describe how an architecture addresses stakeholder concerns
- C. It is used to identify and understand business requirements
- D. It is used to provide a system for continuous monitoring
- E. It is used to structure re-usable architecture and solution assets

Answer: ([SHOW ANSWER](#))

Section: Part 1

NEW QUESTION: 23

In Phases B, C, and D which is the first step in each phase?

- A. Conduct formal stakeholder review
- B. Create Architecture Definition Document
- C. Define Roadmap components
- D. Perform gap analysis
- E. Select reference models, viewpoints and tools

Answer: ([SHOW ANSWER](#))

Section: Part 1

Explanation

NEW QUESTION: 24

Which of the following best describes the TOGAF Architecture Development Method?

- A. A process for managing architecture requirements
- B. A view of the Architecture Repository
- C. A classification mechanism for architectures and solutions
- D. A process for managing and controlling change at an enterprise-wide level

E. A process for developing an organization-specific enterprise architecture

Answer: E ([LEAVE A REPLY](#))

NEW QUESTION: 25

Which of the following best describes the Reference Library within the Architecture Repository?

A. A description of the organization specific architecture framework and method

B. Processes to support governance of the Architecture Repository

C. Guidelines and templates used to create new architectures

D. A record of the governance activity across the enterprise

E. Specifications to which architectures must conform

Answer: ([SHOW ANSWER](#))

NEW QUESTION: 26

Which of the following does TOGAF provide as a set of reference materials for establishing an architecture function within an organization?

A. Architecture Capability Framework

B. Architecture Content Framework

C. Technical Reference Model

D. Architecture Development Method

E. Integrated Information Infrastructure Reference Model

Answer: A ([LEAVE A REPLY](#))

NEW QUESTION: 27

Which of the following is defined by TOGAF as a representation of a system from the perspective of a related set of concerns?

A. View

B. Statement of Work

C. Architecture Building Block

D. Viewpoint

E. Capability Architecture

Answer: A ([LEAVE A REPLY](#))

NEW QUESTION: 28

Complete the sentence. The architecture domains that are considered by the TOGAF standard as subsets of an overall enterprise architecture are Business. Technology

A. Capability and Segment

B. Information and Data

C. Logical and Physical

D. Application and Data

E. Vision and Strategy

Answer: B ([LEAVE A REPLY](#))

NEW QUESTION: 29

A key step in validating a proposed target architecture is to consider what may have been forgotten. What technique does TOGAF recommend to address this issue?

- A. Capability-Based Planning
- B. Business Transformation Readiness Assessment
- C. Communications and Stakeholder Management
- D. Business Value Assessment Technique
- E. Gap Analysis

Answer: (SHOW ANSWER)

NEW QUESTION: 30

In which Phase of the TOGAF ADM are the Architecture Roadmap and the Implementation and Migration Plan integrated with other change activity in the enterprise?

- A. PhaseE
- B. PhaseA
- C. PhaseG
- D. PhaseF
- E. PhaseD

Answer: D (LEAVE A REPLY)

NEW QUESTION: 31

Complete the sentence. In TOGAF, every architecture view has an associated _____ that describes it, at least implicitly.

- A. architecture model
- B. requirement
- C. viewpoint
- D. architecture vision
- E. architecture building block

Answer: C (LEAVE A REPLY)

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NEW QUESTION: 32

What information does the Architecture Requirements Repository within the Architecture Repository hold?

- A. The architecture requirements which have been agreed with the Architecture Board.
- B. A log of the governance activity related to architecture requirements.
- C. A set of guidelines, templates, and patterns to support the development of architecture requirements.
- D. The parameters and structures to support governance of architecture requirements.

Answer: A (LEAVE A REPLY)

NEW QUESTION: 33

According to TOGAF, which of the following best describes an Architecture Pattern?

- A. A package of functionality defined to meet the business needs of the organization.
- B. An implementation specific solution building block
- C. A detailed description of the interfaces between building blocks
- D. A work product describing an aspect of an architecture
- E. A way to identify combinations of building blocks that have been proven to deliver solutions

Answer: E (LEAVE A REPLY)

NEW QUESTION: 34

Which of the following best describes the purpose of the Architecture Roadmap?

- A. It lists work packages on a timeline showing progress towards the Target Architecture
- B. It contains an assessment of the current architecture requirements
- C. It provides for effective communication of the end architecture project to the stakeholders
- D. It forms the basis of a contractual agreement between the sponsor and the architecture organization
- E. It is sent from the sponsor and triggers the start of an architecture development cycle

Answer: (SHOW ANSWER)

Explanation/Reference:

Reference: <https://pubs.opengroup.org/architecture/togaf91-doc/arch/chap36.html>

NEW QUESTION: 35

Scenario:

Please read this scenario prior to answering the question

You are the Lead Enterprise Architect in a company that specializes in the development of wind turbine blades for use in large-scale commercial wind energy production systems. The company has manufacturing facilities located in Illinois, Nebraska, and Manitoba. Each of these plants supplies a different manufacturer that builds and sells complete systems. The turbine blades are custom engineered to meet each manufacturer's design specifications.

Until recently, most turbine blades were fabricated manually using molded fiber-reinforced plastics. However, recent improvements in composite materials, coupled with enhanced automated methods for precision application of materials during the molding process, have led to significant reduction in weight, increase in strength, and improved blade longevity. The company has pioneered the development of a proprietary automated process for continuous extrusion of the turbine blades. Patents have been filed to protect the process, but certain trade secrets must be closely guarded.

The company has a mature Enterprise Architecture organization that is supported by a cross-functional Architecture Board. The Chief Information Officer and the Chief Operating Officer co-sponsor the Enterprise Architecture program.

TOGAF 9 and its Architecture Development Method (ADM) are used to develop the automated manufacturing processes and systems that are used to design, manufacture, and test the blade assemblies. Recently, a pilot architecture project was completed at a single location that defined a standard approach for controlling the Automated Test System that is used at each plant to perform final quality assurance tests on each completed blade assembly. The Architecture Board 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, sponsor of the activity, has expressed concern that a uniform process be employed at each location to ensure consistency.

Refer to the Scenario

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

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

A. 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 Contract is detected, the Architecture Board grant a dispensation to allow the implementation organization the ability to customize the process to meet their local needs.

B. 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 Definition. 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.

C. You create an Architecture Contract to manage and govern the 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.

D. You use the issued Architecture Contracts to manage the architecture governance processes for the project across the locations. You deploy monitoring tools to assess the performance of the completed blade assembly 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.

Answer: D ([LEAVE A REPLY](#))

NEW QUESTION: 36

Which of the following best describes the purpose of the Gap Analysis technique?

- A.** To determine service levels for the architecture
- B.** To identify commercial building blocks to be purchased
- C.** To validate nonfunctional requirements
- D.** To identify missing functions
- E.** To establish quality metrics for the architecture

Answer: ([SHOW ANSWER](#))

NEW QUESTION: 37

Scenario

Please read this scenario prior to answering the Question

Your role is that of Lead Enterprise Architect for a chain of convenience stores. The chain includes over 15,000 retail outlets throughout the Asia-Pacific region. Each store in the chain is an independently owned and operated franchise. The stores operate 24 hours a day and 7 days a week. Many of the stores have been with the franchise for more than 10 years and still use the original IT systems deployed at that time. The CEO of the chain has stated his concerns about the inefficiencies of the current systems and identified the need to change. He has defined a new strategic vision that will enhance the business by providing its franchisees new services to help them compete with other retail outlets and online retailers. This strategy is part of the long-term commitment to enhance the brand image and increase revenue for the chain. He has also stated that he expects improved financial results by the end of the current fiscal year.

These changes will provide the chain with improved products, and more efficient operations. The stores will also act as delivery and return locations for a large online retailer which will further increase the number of potential customers. The addition of a corporate-wide data warehouse will provide analytics that will enable the marketing group to improve its ability to target advertising and new products to specific regions.

The chain has a mature Enterprise Architecture practice based in its headquarters and uses the TOGAF standard as the method and guiding framework. The CIO is the sponsor of the activity.

The Chief Architect engaged the services of a leading consulting firm that specializes in business strategy. An initial study has been conducted to identify the strategic changes needed to implement the CEO's vision. This recently completed with approval of a strategic architecture encompassing the entire chain, including detailed requirements and recommendations.

Based on the recommendations from the initial study, the decision for the chain to adopt a packaged suite of integrated applications that is tailored to the needs of the franchise has been taken.

Refer to the scenario

You have been asked by the Chief Architect to propose the best approach for architecture development to realize the CEO's vision.

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

- A.** You propose that the target architecture is defined first, followed by transition planning. This is because the vision is well understood and the strategic architecture agreed. The target first approach will ensure that the current problems and inefficiencies of the baseline architecture are not carried forward, and that the proposed solution addresses the requirements identified in the initial study.
- B.** You propose that this engagement define the baseline architecture first in order to assess the current infrastructure capacity and capability. The initial priority is to understand the problem. Then the focus should be on transition planning and architecture deployment. This will identify requirements to ensure that the projects are sequenced in an optimal fashion so as to realize the vision.
- C.** You propose that the team focus on architecture definition, with a specific emphasis on understanding the strategic change parameters of the business strategy. Once understood, the team will be in the best position to identify the requirements, drivers, issues, and constraints for this engagement. You would ensure that the target architecture addresses non-functional requirements so as to ensure the target architecture is robust and secure.
- D.** You propose that the team focus on defining the target architecture by going through the architecture definition phases (B-D). This is because the initial study identified the need to change. This will ensure that the change can be defined in a structured manner and address the requirements needed to realize the vision.

Answer: (SHOW ANSWER)

Explanation/Reference:

NEW QUESTION: 38

Scenario: Acme Widgets Inc.

Please read this scenario prior to answering the question

Acme Widgets Inc. manufactures a variety of small electromechanical devices. As part of a corporate-wide Lean Manufacturing initiative, it has defined a strategic architecture to improve its ability to meet consumer demand and improve its ability to manage its supply chain. The strategic architecture called for the consolidation of multiple Enterprise Resource Planning (ERP) applications that have been operating independently in several of the divisions' production facilities. The goal is to replace the functionality of the existing applications with a new ERP product running as a single instance in the company's primary data center.

Acme has a mature enterprise architecture practice and uses TOGAF 9 for the basis of its architecture framework, [In addition to the EA program, Acme 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 functional requirements and interoperability requirements needed to integrate the new ERP environment into the existing environment.

Based on all of these factors, the architects have assessed the organization's readiness to conduct the business transformation and have produced a risk assessment.

Because of the risks posed by the complexity of the current environment, it has been determined that a phased approach is needed to implement the target architectures. The overall implementation process is estimated to take several years.

Refer to the Acme Widgets Scenario

Your role is consultant to the Lead Architect.

The Implementation and Migration Plan v.0.1, the Transition Architectures v1.0, and the Capability Assessment deliverables are now complete. You have been asked to recommend the next steps to prepare the final Implementation and Migration Plan.

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

A. You would place the strategic Architecture Definition and Transition Architectures under configuration control as part of the ongoing evolution 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.

B. You would assess how the plan impacts the other frameworks in use. Minimally, 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, taking into account available resources and priorities for the projects. Finally, you would generate a time-lined Implementation and Migration Plan.

C. You would apply the Business Value Assessment Technique to prioritize the implementation projects and project increments. Thus 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.

D. You would conduct a set of Compliance Assessments to ensure that the implementation team is implementing the architecture according to the contract(s). The Compliance Assessment should also ensure 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.

Answer: A (LEAVE A REPLY)

NEW QUESTION: 39

Scenario: Sollace Manufacturing

Please read this scenario prior to answering the question

Sollace 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 planning and production scheduling systems, as well as custom developed applications that drive the automated production equipment at each plant.

Sollace Manufacturing 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 planning 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 Sollace Manufacturing 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 planning 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 Sollace Manufacturing Scenario

You are serving as the Lead Enterprise Architect for the Common ERP Deployment architecture project. One of the earliest initiatives in the Enterprise Architecture program at Sollace Manufacturing was the definition of a set of IT principles and architecture principles that are well aligned with the overall enterprise principles. These now need to be updated to address the concerns raised.

You have been asked to select a set of principles most appropriate for guiding the team to define a robust solution.

[Note: You should assume that Sollace Manufacturing has adopted the example set of principles that are listed and defined in TOGAF 9, Section 23.6.] Based on TOGAF 9, which of the following is the best answer?

- A.** Maximize Benefit to the Enterprise, Business Continuity, Common-use Applications, Data is Shared, Data is Accessible, Data Security
 - B.** Common-use Applications, Data is Shared, Data is Accessible, Data Security, Interoperability, Control Technical Diversity
 - C.** Business Continuity, Service-orientation, Data is Accessible, Data Security, Responsive Change Management
 - D.** Information Management is Everybody's Business, IT Responsibility, Data Trustee, Technology Independence, Responsive Change Management
- Answer: D (LEAVE A REPLY)**

NEW QUESTION: 40

Which of the following is an objective of Phase G, Implementation Governance?

- A.** Establish the resources for architecture governance
- B.** Develop the Target Technology Architecture

- C. Ensure conformance for the target architecture
- D. Operate the governance framework
- E. Finalize the Implementation and Migration Plan

Answer: C (LEAVE A REPLY)

Reference <http://pubs.opengroup.org/architecture/togaf8-doc/arch/chap13.html>

NEW QUESTION: 41

Which one of the following statements best describes why the ADM should be adapted?

- A. To make the use more realistic
- B. To align it closer to the business
- C. To move through the cycle faster
- D. To suit the specific needs of the enterprise

Answer: D (LEAVE A REPLY)

NEW QUESTION: 42

Complete the sentence. The Requirements Management process is used to_____.

- A. review business requirements
- B. organize architecture requirements throughout the ADM cycle
- C. develop requirements for Transition Architectures that deliver business value
- D. validate requirements between ADM phases
- E. dispose of, address and prioritize architecture requirements

Answer: (SHOW ANSWER)

NEW QUESTION: 43

Scenario:

Please read this scenario prior to answering the question

The ABC company 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.

The company 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 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.

Answer: (SHOW ANSWER)

Section: Part 2

NEW QUESTION: 44

Scenario:

Please read this scenario prior to answering the Question

You are serving as the Chief Architect for a large, global commodities trading company which has been growing rapidly through a series of acquisitions.

Each business is performing well in its markets. However, the lack of integration between headquarters and the business units has increasingly caused problems in the handling of customer and financial information.

The inability to share information across businesses has resulted in lost opportunities to "leverage the synergies" that had been intended when the businesses were acquired. At present, each business unit maintains its own applications. Despite an earlier initiative to install a common application to manage customer, products, supplier, and inventory information, each business unit has different ways of defining each of 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 single enterprise-wide application to consolidate information from several applications that exist across the lines of business. The application will be used by all business units and accessed by suppliers through well defined interfaces.

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 specify the best approach for this work.

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

- A.** You gather information from credible industry sources in the commodities business. Based on that, you assess current trends and apply that to defining a set of principles that embody best practices. You select architecture principles that do not conflict with each other and that should be stable. You ensure that all the principles are realistic and avoid including principles that are obvious.
- B.** You examine the mission statements for the company and each of its businesses, together with the corporate value statements. Based on that, you define a set of principles and review with the CIO. When developing the principles, you ensure that they actively promote the alignment of IT with the business strategies and initiatives of the company. You then seek the endorsement of the CIO and senior management.
- C.** You define a set of principles that support the preferred best practices embodied in the Enterprise Architecture department charter. You publish the principles on the corporate intranet to ensure widespread acceptance and compliance. You then schedule regular periodic Compliance Assessments with individual business units to check that they have made satisfactory progress toward meeting the objectives and conditions embodied in the principles.
- D.** You examine the mission statements for the company and each of its businesses, together with the corporate value statements. Based on that, you work with the Architecture Board to define the principles. When developing the principles you ensure that they actively promote the alignment of IT with the corporate business strategies. You then hold a series of review meetings with all the relevant stakeholders, including senior management, ensuring their support.

Answer: D (LEAVE A REPLY)

Section: Part 2

NEW QUESTION: 45

Which ADM Phase includes obtaining approval for the Statement of Architecture Work?

- A.** Phase B: Business Architecture
- B.** Phase A: Architecture Vision
- C.** Phase G: Implementation Governance
- D.** Preliminary Phase
- E.** Phase F: Migration Planning

Answer: B (LEAVE A REPLY)

NEW QUESTION: 46

Which of the following describes an objective of Phase G: Implementation Governance?

- A. Finalize the Implementation and Migration Plan
- B. Establish the recourses for architecture governance
- C. Ensure conformance for the target architecture
- D. Operate the governance framework
- E. Develop the Target Technology Architecture

Answer: (SHOW ANSWER)

Section: Part 1

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NEW QUESTION: 47

Which of the following is an objective of the Preliminary Phase?

- A. Develop a vision of the proposed Enterprise Architecture
- B. Define the process for architecture governance
- C. Create the initial version of the Architecture Roadmap
- D. Document the baseline architecture
- E. Obtain approval for the Statement of Architecture Work

Answer: B (LEAVE A REPLY)

Section: Part 1

Explanation/Reference:

NEW QUESTION: 48

Complete the sentence.

A good set of architecture principles that cover every situation perceived throughout the enterprise meet the recommended criteria of _____

- A. understandability
- B. consistency
- C. stability
- D. completeness
- E. robustness

Answer: D (LEAVE A REPLY)

Explanation/Reference:

Reference: <http://pubs.opengroup.org/architecture/togaf91-doc/arch/chap23.html>

NEW QUESTION: 49

A. Based on all of these factors they have produced a risk assessment.

Because of the risks posed by the complexity of the current environment, it has been determined that a phased approach is needed to implement the target architectures. The overall implementation process is estimated to take several years.

Refer to the Scenario

The Implementation and Migration Plan v0.1, the draft Architecture Roadmap, and the Capability Assessment deliverables are now complete. You have been asked to recommend the next steps to prepare the final Implementation and Migration Plan.

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

B. 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.

C. You would assess how the plan impacts the other frameworks in use in the organization. Minimally, 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, taking into account available resources and priorities for the projects. Finally, you would generate the Implementation and Migration Plan.

D. 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.

E. 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.

Answer: [\(SHOW ANSWER\)](#)

Section: Part 2

Explanation/Reference:

Business Value Technique usually follows BTRA, and will fulfil the requirement to phase approach by prioritizing projects and listing their execution using ADI table.

NEW QUESTION: 50

Scenario

Please read this scenario prior to answering the Question

You are serving as the Lead Architect for the enterprise architecture team at a multinational company. The company has grown rapidly by acquisition and has inherited numerous supply chain processes and related

IT systems. Several supply chain processes have had problems related to the timing of purchases, which has led to excess inventory. The Vice President in charge of Supply Chain Management has made the decision to consolidate and reduce redundant processes and systems. The company will move to a "Just-in-time" supply chain management system so as to keep inventory costs low.

The TOGAF standard is used for internal Enterprise Architecture activities. This project is using an iterative approach for executing the Architecture Development Method (ADM).

At present, there are no particularly useful architectural assets in the Architecture Repository related to this initiative. All assets will need to be acquired, customized, or created. The company prefers to implement commercial off the shelf package applications with little customization. The CIO, who is the project sponsor, has stated that she is not concerned about preserving the existing supply chain management processes or systems.

The architecture development project has completed Phase A and has started a number of iteration cycles to develop the Architecture. As a packaged application is being considered, the next iteration will include both the Business, Application and Data Architectures. Key stakeholder concerns that should be addressed by these architectures include:

1. What groups of people should be involved in supply chain management-related business processes?
2. What non-supply chain management applications will need to be integrated with the new supply chain management applications?
3. What data will need to be shared?

Refer to the Scenario

[Note: You may need to refer to Chapter 35 of the reference text in order to answer this question.] You have been asked to identify the most appropriate catalogs, matrices, and diagrams to support the next iteration of Architecture development.

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

- A.** In the next iteration of Architecture development, you would describe the Baseline Business Architecture with a Value Chain diagram and a Baseline Business Process catalog. You would describe the Baseline Data Architecture with a Data diagram. You would describe the Baseline Application Architecture with an Environment and Location diagram.
- B.** In the next iteration of Architecture development, you would describe the Target Business Architecture with an Organization/Actor catalog, a Business Service/Function catalog and Data Lifecycle diagrams. You would describe the Target Application Architecture with an Application Interaction matrix and Application Communications diagrams.
- C.** You would describe the Baseline Business Architecture with a Business Service/Function catalog, an Organization/Actor catalog and a Data Entity/Business Function matrix. You would describe the Baseline Data Architecture using a Data Entity/Data Component catalog. You would describe the Baseline Application Architecture with an Application/Function matrix.
- D.** You would describe the Target Business Architecture with a Business Service/Function catalog, and a Business Interaction matrix. You would describe the Target Data Architecture with a Data Entity/Business Function matrix and an Application/Data matrix. You would describe the Target Application Architecture with Application Communication diagrams and an Application Interaction matrix.

Answer: B (LEAVE A REPLY)

Section: Part 2

NEW QUESTION: 51

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 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 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.

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 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.

Answer: ([SHOW ANSWER](#))

NEW QUESTION: 52

Which of the following best describes ADM Requirements Management?

A. Addressing and prioritizing architecture requirements

B. Managing architecture requirements throughout the ADM cycle

C. Developing requirements that deliver business value

D. Reviewing business requirements

E. Validating requirements between ADM phases

Answer: **B** ([LEAVE A REPLY](#))

Reference <https://www.orbussoftware.com/resources/videos/the-adm-phases/adm-architecture-requirements-management/>

NEW QUESTION: 53

According to the TOGAF standard, what term describes an individual with an interest in a system?

A. Sponsor

B. Consumer

C. Lead architect

D. Stakeholder

Answer: **D** ([LEAVE A REPLY](#))

Explanation/Reference:

Reference https://pubs.opengroup.org/architecture/togaf9-doc/arch/chap03.html#tag_03_72

NEW QUESTION: 54

Scenario:

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 large areas of higher wild resources. In particular offshore wind farms can contribute substantially more energy than land stationed trubines.

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 saleable energy. This new design is ready to go into production.

The company has a mature Enterprise Architecture organization that is supported by a cross-functional Architecture Board and uses the TOGAF standard. The Chief Information Officer and the Chief Operating Officer co-sponsor the Enterprise Architecture program.

Recently, a pilot architecture project was completed at a single location that defined a standard approach for controlling the Automated Test System that is used at each plant to perform final quality assurance tests on each completed blade assembly. The Architecture Board 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, sponsor of the activity, has expressed concern that a uniform process be employed at each location to ensure consistency.

Refer to the Scenario

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

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

A. You use the issued Architecture Contracts to manage the architecture governance processes for the project across the locations. You deploy monitoring tools to assess the performance of the completed blade assembly 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.

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 Contract 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 Definition. 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.

D. You create an Architecture Contract to manage and govern the 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.

Answer: A ([LEAVE A REPLY](#))

NEW QUESTION: 55

Which of the following statements best describes the Requirements Management process?

- A. It is used to review business requirements
- B. It is used to develop requirements for Transition Architectures that deliver business value
- C. It is used to dispose of, address and prioritize architecture requirements
- D. It is used to establish requirements for Phase A
- E. It is used to manage architecture requirements throughout the ADM cycle

Answer: E ([LEAVE A REPLY](#))

NEW QUESTION: 56

An association of companies has defined a data model for sharing inventory and pricing information. Which of the following best describes where this model would fit in the Architecture Continuum?

- A. Foundation Architecture
- B. Common Systems Architecture
- C. Industry Architecture
- D. Organization Specific Architecture
- E. Product Line Architecture

Answer: C ([LEAVE A REPLY](#))

Section: Part 2

NEW QUESTION: 57

Which of the following describes the TOGAF Technical Reference Model?

- A. A Common Systems Architecture
- B. A Foundation Architecture
- C. An Industry-Specific Architecture
- D. An Organization-Specific Architecture
- E. A Solution Architecture

Answer: ([SHOW ANSWER](#))

Section: Part 1

NEW QUESTION: 58

Complete the sentence. TOGAF defines five criteria for a good set of principles: Understandable, Robust, Complete, Consistent and_____.

- A. Agile
- B. Dynamic
- C. Comprehensive
- D. Rational

E. Stable

Answer: E (LEAVE A REPLY)

Section: Part 1

NEW QUESTION: 59

Which of the following does the TOGAF standard describe as a package of functionality defined to meet business needs across an organization?

- A. An architecture viewpoint
- B. A building block
- C. A solution architecture
- D. A deliverable
- E. An application

Answer: B (LEAVE A REPLY)

NEW QUESTION: 60

Which one of the following best describes the next step in an Architecture Compliance Review once the scope of the review has been determined?

- A. Send the assessment report to the Architecture Review coordinator
- B. Schedule the Architecture Review meeting
- C. Interview the project principals to obtain background information
- D. Tailor the checklists to address business requirements
- E. Prepare the Architecture Compliance Review report

Answer: D (LEAVE A REPLY)

NEW QUESTION: 61

Complete the sentence. Capability-Based Planning is a technique that _____

- A. ensures timely solutions
- B. identifies services to be shared
- C. focuses on business outcomes
- D. ensures the application of business best practices
- E. ensures business information is communicated to the right people at the right time

Answer: C (LEAVE A REPLY)

Explanation/Reference:

Reference: <http://pubs.opengroup.org/architecture/togaf9-doc/m/chap28.html>

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NEW QUESTION: 62

In which phase of the TOGAF ADM are Gap Analysis results from earlier phases consolidated?

- A. Phase F
- B. Phase E
- C. Phase G
- D. Phase D
- E. Phase H

Answer: ([SHOW ANSWER](#))

NEW QUESTION: 63

TOGAF uses a version numbering convention to illustrate the evolution of the Baseline and Target Architecture Definitions. Which version number in this convention indicates a formally reviewed, detailed architecture?

- A. Version 1.0
- B. Version 0.9
- C. Version 0.1
- D. Version 1.5
- E. Version 0.5

Answer: ([SHOW ANSWER](#))

NEW QUESTION: 64

Complete the sentence, The Architecture Landscape is divided into three levels, Capability Architectures, Segment Architectures, and _____.

- A. Baseline Architectures
- B. Solution Architectures
- C. Transition Architectures
- D. Strategic Architectures
- E. Target Architectures

Answer: D ([LEAVE A REPLY](#))

NEW QUESTION: 65

Complete the sentence.

A good set of architecture principles that cover every situation perceived throughout the enterprise meet the recommended criteria of _____

- A. stability
- B. completeness
- C. consistency
- D. robustness

E. understandability

Answer: B (LEAVE A REPLY)

NEW QUESTION: 66

Complete the sentence. The Architecture Board is typically responsible and accountable for achieving all of the following goals except _____

A. ensuring consistency between sub-architectures

B. approving the strategic business plans proposed by individual organization units within the enterprise

C. enforcement of architecture compliance

D. identifying and approving components for reuse

E. providing the basis for all decision-making with regard to changes to the architecture

Answer: B (LEAVE A REPLY)

Section: Part 2

NEW QUESTION: 67

The TOGAF Architecture Capability Framework recommends use of an ADM cycle for establishing an architecture practice. In this scenario, which of the following would describe the organizational structure for the architecture practice?

A. Technology Architecture

B. Business Architecture

C. Transition Architecture

D. Application Architecture

E. Data Architecture

Answer: B (LEAVE A REPLY)

Section: Part 2

NEW QUESTION: 68

Which of the following describes an objective of the Preliminary Phase?

A. Ensure conformance requirements for the target architecture are defined

B. Develop the Implementation and Migration Plan

C. Operate the governance framework

D. Establish the architecture governance processes

E. Develop the Architecture Vision document

Answer: D (LEAVE A REPLY)

Reference <https://pubs.opengroup.org/architecture/togaf91-doc/arch/chap06.html>

NEW QUESTION: 69

Which one of the following best describes the Architecture Vision document?

A. An agreement between development partners and the sponsor on architecture deliverables

B. A description of how the new capability will address stakeholder concerns

C. A description of the scope and approach for completion of the architecture project

- D. A set of quantitative statements outlining requirements on the implementation
- E. A set of rules and guidelines to support fulfilling the mission of the organization

Answer: B (LEAVE A REPLY)

Section: Part 1

Explanation

NEW QUESTION: 70

Scenario:

Please read this scenario prior to answering the Question

You have been assigned the role of Lead Enterprise Architect for a manufacturing firm that specializes in musical instruments. The firm has been established for over 100 years, operating in North America for most of that time. In the last ten years, the firm has expanded into European markets and will soon establish a market in Latin America. A future expansion into the Asia Pacific region is also planned.

The firm is organized into several business units that each focus on manufacturing particular families of instruments such as brass, woodwind, and percussion. Each business unit has acquired other producers to expand its manufacturing capacity. This has resulted in a complex environment with a high diversity of business and manufacturing systems.

The Enterprise Architecture (EA) program within the firm has been functioning for several years. It has made significant progress in consolidating the technology portfolio and establishing key standards. The CIO and the COO are joint sponsors of the EA program. The EA program is mature, with an active Architecture Board and a well-defined architecture process and standard content templates based on the TOGAF 9 Architecture Content Framework. The EA process framework is well coordinated with the PMO, Systems Development, and Operations functions.

The firm has completed a strategic plan to reorganize its Sales & Marketing organization according to the four target geographic markets. One of the goals of this reorganization is to improve the ability of Marketing to collect more meaningful market analytics that will enable each sector to better address market needs with effective marketing campaigns and global product presence.

A Request for Architecture Work to address the goals of the reorganization has been approved. As the architecture team commences its work, the CIO has expressed concerns about whether the firm will be able to adapt to the proposed architecture and how to manage the associated risks.

Refer to the Scenario

You have been asked how to address the concerns of the CIO.

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

A. In Phase B, the team should create a set of views that will enable them to identify the factors that will influence the successful introduction of the architecture into the organization. There should then be an assessment of each factor on a maturity scale that will allow the team to gauge the urgency, readiness, and degree of difficulty to fix. These factors can then be used to assess the initial risks associated with the proposed architecture.

B. In Phase A, the team should analyze their risk by completing an Implementation Factor Assessment and Deduction Matrix to identify the particular risks associated with the implementation and deployment.

The matrix should include a list of factors to be considered, their descriptions, and constraints that should be taken into account. These factors can then be used to assess the initial risks associated with the proposed architecture.

C. In Phase A, the team should use the Business Transformation Readiness Assessment technique to identify the factors that will influence the successful introduction of the architecture into the organization. The assessment should include determining the readiness rating for each factor based on a maturity scale that will allow the team to gauge the urgency, readiness, and degree of difficulty to fix.

These factors can then be used to assess the initial risks associated with the proposed architecture.

D. In Phase A, the team should conduct a Business Scenario to identify the stakeholders' concerns and the resulting retirements. Once the retirements have been identified, they can be assessed in terms of their risks. The risks should be evaluated in terms of how they could be avoided, transferred, or mitigated. Any risks that cannot be resolved should be identified as residual risks and their disposition should be decided by the Architecture Board.

Answer: C (LEAVE A REPLY)

Explanation

This scenario is upon Request for Architecture Work, which kicks off the Phase A, the Architecture Vision. In this phase, risk should be considered, which is also the CIO's concern in this scenario. One of the approaches in TOGAF is the Business Transformation Readiness Assessment.

Incorrect:

Not B: Implementation Factor Assessment and Deduction Matrix is used for implementation & migration planning (not B).

NEW QUESTION: 71

Complete the sentence. TOGAF 9 Part III provides a set of resources that can be used to adapt and modify the _____.

- A. Architecture Landscape
- B. Architecture Capability
- C. Architecture Repository
- D. Enterprise Continuum
- E. Architecture Development Method

Answer: E (LEAVE A REPLY)

NEW QUESTION: 72

Which of the following best describes the need for the ADM process to be governed?

- A. To ensure that the method is being applied correctly
- B. To enable the architecture domains to be integrated
- C. To enable development of reference architectures
- D. To build a top-down, all inclusive architecture description

Answer: A (LEAVE A REPLY)

NEW QUESTION: 73

According to TOGAF, which of the following activities is described as part of the approach in the Preliminary Phase of the ADM?

- A. Developing an Architecture Contract
- B. Preparing a consolidated Gap Analysis
- C. Creating the Architecture Vision deliverable
- D. Defining a set of Architecture Principles
- E. Extending the business scenario with business modeling

Answer: D (LEAVE A REPLY)

NEW QUESTION: 74

Which one of the following is an objective of the Preliminary Phase of the ADM?

- A. To prioritize work packages
- B. To obtain management commitment for this cycle of the ADM
- C. To define the architecture principles
- D. To develop a Target Business Architecture
- E. To define, scope and prioritize architecture tasks

Answer: (SHOW ANSWER)

NEW QUESTION: 75

According to TOGAF, which of the following types of architecture has major characteristics that include open system standards and general building blocks?

- A. Common Systems Architecture
- B. Foundation Architecture
- C. Industry Architecture
- D. Organization-Specific Architecture

Answer: B (LEAVE A REPLY)

Section: Part 1

NEW QUESTION: 76

In which Phase of the ADM does the business scenario technique figure most prominently?

- A. Preliminary
- B. Architecture Vision
- C. Business Architecture
- D. Information Systems Architectures
- E. Technology Architecture

Answer: B (LEAVE A REPLY)

Section: Part 1

Explanation/Reference:

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NEW QUESTION: 77

According to TOGAF, in which phase of the ADM should an initial assessment of business transformation readiness occur?

- A. Phase F
- B. Phase G
- C. Phase B
- D. Preliminary Phase
- E. Phase A

Answer: E (LEAVE A REPLY)

NEW QUESTION: 78

An ADM cycle can be used to establish an Architecture Capability within an organization. Which architecture produced in such a cycle would describe the architecture processes and organization structure?

- A. Business Architecture
- B. Application Architecture
- C. Technology Architecture
- D. Data Architecture
- E. Transition Architecture

Answer: A (LEAVE A REPLY)

Reference <https://pubs.opengroup.org/architecture/togaf9-doc/arch/chap18.html>

NEW QUESTION: 79

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 had been intended when the company was formed. 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

In the Preliminary Phase you need to define suitable policies and ensure that the company has the appropriate capability to address the concerns of the Corporate Board.

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

A. You identify and document the security and regulatory requirements for the application and the data being collected. You ensure that written policies are put in place to address the requirements, and that they are communicated across the organization, together with appropriate training for key employees. You identify constraints on the architecture and communicate those to the architecture team. You establish an agreement with the security architects defining their role within the ongoing architecture project.

B. You evaluate the implications of the Board's concerns by examining the security and regulatory impacts on business goals, business drivers and objectives. Based on your understanding, you then update the current security policy to include an emphasis on the concerns. You define architecture principles to form constraints on the architecture work to be undertaken in the project. You then allocate a security architect to ensure that security considerations are included in the architecture planning for all domains.

C. You start by clarifying the intent that the Board has for raising these concerns. This enables you to understand the implications of the concerns in terms of regulatory requirements and the potential impact on current business goals and objectives. You propose that a security architect or security architecture team be allocated to develop a comprehensive security architecture and that this be considered an additional domain architecture.

D. You evaluate the implications of the concerns raised by the Corporate Board in terms of regulatory requirements and their impact on business goals and objectives. Based on this understanding, you then issue a Request for Architecture Work to commence an architecture development project to develop a solution that will address the concerns. You allocate a security architect to oversee the implementation of the new application that is being developed.

Answer: B (LEAVE A REPLY)

NEW QUESTION: 80

Complete the sentence. In TOGAF, legacy systems and processes that are going to be used again in the future are considered _____

- A. Architecture Building Blocks
- B. Components
- C. Patterns
- D. Re-usable Building Blocks
- E. Solution Building Blocks

Answer: D (LEAVE A REPLY)

Section: Part 2

NEW QUESTION: 81

The TOGAF ADM uses version numbering to illustrate the evolution of Baseline and Target Architecture Definitions. Which version number is used to indicate a high-level outline of the architecture?

- A. Version 0.1
- B. Version 0.7
- C. Version 1.0
- D. Version 0.9
- E. Version 0.5

Answer: (SHOW ANSWER)

Explanation

Reference <https://pubs.opengroup.org/architecture/togaf9-doc/arch/chap04.html>

NEW QUESTION: 82

Which of the following best describes the purpose of the Business Transformation Readiness Assessment technique?

- A. To determine if the stakeholders support the implementation plan
- B. To plan the migration steps needed to achieve the transformation
- C. To ensure that there is sufficient funding to execute the transformation
- D. To ensure that there are adequate trained engineers to develop the solution
- E. To determine if the organization is ready to undergo change

Answer: (SHOW ANSWER)

NEW QUESTION: 83

Which of the following describes a key objective of the Technology Architecture Phase?

- A. To define the Transition Architectures needed to achieve the Target Architecture
- B. To define the solution architecture needed to support the Application Architecture
- C. To select a set of technology products that will form the basis of a solution architecture
- D. To develop a migration plan to deliver incremental capabilities
- E. To define technology components into a set of technology platforms

Answer: (SHOW ANSWER)

NEW QUESTION: 84

Which one of the following best describes the purpose of a Change Request?

- A. To act as a deliverable container for artifacts created during a project
- B. To request a dispensation or to kick-start a further cycle of architecture work
- C. To ensure that information is communicated to the right stakeholder at the right time
- D. To review project progress and ensure the implementation is inline with the objectives
- E. To ensure that the results of a Compliance Assessment are distributed to the Architecture Board

Answer: (SHOW ANSWER)

Section: Part 1

Explanation/Reference:

Reference: https://books.google.com.pk/books?id=e19eAgAAQBAJ&pg=PA174&lpg=PA174&dq=togaf+9+change+request+To+request+a+dispensation+or+to+kick-start+a+further+cycle+of+architecture+work&source=bl&ots=THcMNzDaWa&sig=ACfU3U22CWhIkyjhrUjm_XYQ2Ydt0d1ZmA&hl=en&sa=X&ved=2ahUKEwiYg564j4ngAhUMD2MBHbMtD9gQ6AEwAXoECAEQAAQ#v=onepage&q=togaf%209%20change%20request%20To%20request%20a%20dispensation%20or%20to%20kick-start%20a%20further%20cycle%20of%20architecture%20work&f=false

NEW QUESTION: 85

Which of the following best describes the purpose of the Architecture Requirements Specification?

- A. It provides a list of work packages and a schedule for implementation of the target architecture.
- B. It defines the scope and approach to complete an architecture project
- C. It provides a set of statements that outline what a project must do to comply with the architecture
- D. It is sent from the sponsor and triggers the start of an architecture development cycle
- E. It contains an assessment of the current architecture requirements

Answer: C (LEAVE A REPLY)

Section: Part 1

Explanation/Reference: http://pubs.opengroup.org/architecture/togaf91-doc/arch/chap36.html#tag_36_02_06

NEW QUESTION: 86

Complete the sentence. A set of architecture principles that cover every situation perceived throughout the enterprise meet the recommended criteria of_____.

- A. completeness
- B. understandability
- C. robustness
- D. stability
- E. consistency

Answer: D (LEAVE A REPLY)

NEW QUESTION: 87

In Phase D of the ADM cycle, if you are following the order of the steps defined and the current step is to perform gap analysis, what is the next step?

- A. Develop Baseline Architecture
- B. Define candidate roadmap components
- C. Create Architecture Definition Document
- D. Resolve impacts across the Architecture Landscape
- E. Conduct formal Stakeholder review

Answer: B (LEAVE A REPLY)

Explanation

Reference

<http://pubs.opengroup.org/architecture/togaf91-doc/arch/chap12.html>

NEW QUESTION: 88

Which of the following are sections of the TOGAF Library?

- A. Common Systems Solutions, Organization-Specific Solutions, and Industry Solutions
- B. Catalogs, Matrices and Diagrams
- C. Reference Data, Templates, and Patterns
- D. Generic Guidance and Techniques, and Organization-Specific Guidance and Techniques
- E. Standard Information Base, Governance Log, Reference Library

Answer: D (LEAVE A REPLY)

Section: Part 2

Explanation/Reference: <https://publications.opengroup.org/togaf-library>

NEW QUESTION: 89

Complete the sentence. TOGAF 9 Part III provides a set of resources that can be used to adapt and modify the _____.

- A. Architecture Capability
- B. Architecture Development Method
- C. Architecture Landscape
- D. Architecture Repository
- E. Enterprise Continuum

Answer: (SHOW ANSWER)

Section: Part 1

NEW QUESTION: 90

Scenario

Please read this scenario prior to answering the Question

You are serving as the Lead Architect for an enterprise architecture project team within a leading multinational pharmaceutical and medical devices manufacturer. Its brands include numerous household names for medications and first aid supplies.

The company has a long history of innovating new treatments for many common illnesses and diseases.

Prior to launching a new treatment, the company has to demonstrate its effectiveness and safety in a set of clinical trials that satisfy the regulatory requirements of the countries in the target markets. All clinical trials are undertaken by its research laboratories, which employ over 10,000 people at separate facilities in the United Kingdom, United States, Sweden, France, Canada, India, China and Japan. In addition to internal research and development activities the company is also involved in publicly funded collaborative research projects, with other industrial and academic partners.

The Enterprise Architecture group within the company has been engaged in an architecture development project to create a secure networked collaboration system that will allow researchers at its product development laboratories worldwide to share information about their clinical trials. This system will also connect with external partners.

The Enterprise Architecture group within the company has been engaged in an architecture development project to create a secure networked collaboration system that will allow researchers at its product development laboratories worldwide to share information about their clinical trials. This system will also connect with external partners.

The Enterprise Architecture group is a mature organization. They use the TOGAF 9 ADM with extensions required to support current good manufacturing practices and good laboratory practices in their target markets. Due to the highly sensitive nature of the information that is managed, special care was taken to ensure that each architecture domain included an examination of the security and privacy issues that are relevant.

The Executive Vice President for Clinical Research is the sponsor of the Enterprise Architecture activity. She has stated that the changes to the enterprise architecture for the new system will need to be rolled out in stages on a regional basis that minimizes disruptions to ongoing clinical trials.

Refer to the Scenario

You have been asked to recommend the approach to identify the work packages that will be included in the Transition Architecture(s).

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

A. Use a Consolidated Gaps, Solutions and Dependencies Matrix as a planning tool. For each gap classify whether the solution is either a new development, purchased solution, or based on an existing product. Group the similar solutions together to define the work packages. Regroup the work packages into a set of Capability Increments to transition to the Target Architecture taking into account the schedule for clinical trials.

B. Determine the set of Solution Building Blocks required by identifying which Solution Building Blocks need to be developed and which need to be procured. Eliminate any duplicate building blocks. Group the remaining Solution Building Blocks together to create the work packages using a CRUD matrix. Rank the work packages in terms of cost and select the most cost-effective options for inclusion in a series of Transition Architectures. Schedule the roll out of the work packages to be sequential across the geographic regions.

C. Group the Solution Building Blocks from a Consolidated Gaps, Solutions and Dependencies Matrix into a set of work packages. Using the matrix as a planning tool, regroup the work packages to account for dependencies. Sequence the work packages into the Capability Increments needed to achieve the Target

Architecture. Schedule the rollout one region at a time. Document the progression of the enterprise architecture using a state evolution table.

D. Create an Implementation Factor Assessment and Deduction Matrix and a Consolidated Gaps, Solutions and Dependencies Matrix. For each gap, identify a proposed solution and classify it as new development, purchased solution, or based on an existing product. Group similar solutions together to form work packages. Identify dependencies between work packages factoring in the clinical trial schedules. Regroup the packages into a set of Capability Increments scheduled into a series of Transition Architectures.

Answer: D (LEAVE A REPLY)

NEW QUESTION: 91

Which of the following best describes a purpose of the Business Scenarios technique?

- A.** To guide decision making throughout the enterprise
- B.** To highlight shortfalls between the baseline and target architectures
- C.** To mitigate risk when implementing an architecture project
- D.** To catch errors in a project architecture early
- E.** To help identify and understand requirements

Answer: E (LEAVE A REPLY)

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NEW QUESTION: 92

Which of the following does the TOGAF standard classify as catalogs, matrices and diagrams?

- A.** Building Blocks
- B.** Frameworks
- C.** Application Platform Interfaces
- D.** Deliverables
- E.** Artifacts

Answer: E (LEAVE A REPLY)

Explanation/Reference:

Reference: <http://pubs.opengroup.org/architecture/togaf9-doc/arch/chap31.html>

NEW QUESTION: 93

What document is sent from the sponsoring organization to the architecture organization to trigger the start of an ADM cycle?

- A.** Request for Architecture Work

- B. Architecture Vision
- C. Statement of Architecture Work
- D. Architecture Contract
- E. Architecture Definition Document

Answer: A (LEAVE A REPLY)

NEW QUESTION: 94

Which of the following does TOGAF recommend for use in developing the Architecture Vision?

- A. Architecture principles
- B. Business scenarios
- C. Business Transformation Readiness Assessment
- D. Capability-based planning
- E. Gap analysis

Answer: B (LEAVE A REPLY)

Section: Part 1

NEW QUESTION: 95

According to the TOGAF Document Categorization Model, which category describes a technique that is referenced by processes categorized as TOGAF Core and TOGAF Mandated?

- A. TOGAF Extension
- B. TOGAF Supporting
- C. TOGAF Recommended
- D. TOGAF Guidelines and Techniques

Answer: C (LEAVE A REPLY)

NEW QUESTION: 96

Complete the sentence. According to TOGAF, all of the following are responsibilities of an Architecture Board, except _____.

- A. Improving the maturity of the organization's architecture discipline
- B. Ensuring flexibility of the enterprise architecture to meet business needs
- C. Preparing architecture review reports
- D. Ensuring consistency between sub-architectures
- E. Monitoring of architecture contracts

Answer: C (LEAVE A REPLY)

NEW QUESTION: 97

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 stakeholders' 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.

Answer: A (LEAVE A REPLY)

Section: Part 2

Explanation/Reference:

NEW QUESTION: 98

Which one of the following best describes the purpose of the Communications Plan?

- A. To act as a deliverable container for artifacts created during a project
- B. To ensure that the results of a Compliance Assessment are distributed to the Architecture Board
- C. To ensure that information is communicated to the right stakeholders at the right time
- D. To inform the Architecture Board of changes to the architecture
- E. To show progression of change from the Baseline Architecture to the Target Architecture

Answer: B (LEAVE A REPLY)

NEW QUESTION: 99

Complete the sentence. The Standards Information Base is a repository area that _____.

- A. defines the parameters, structures, and processes to support governance of the Architecture Repository
- B. describes the organization specific architecture framework and method
- C. lists the set of specifications to which architectures must conform
- D. provides a record of the governance activity across the enterprise
- E. provides guidelines, templates, and patterns used to create new architectures

Answer: C (LEAVE A REPLY)

Section: Part 1

Explanation

NEW QUESTION: 100

Which of the following statements best describes the purpose of enterprise architecture?

- A. To allow an enterprise to exploit the latest trends in technology
- B. To optimise an enterprise into an environment that is responsive to business needs
- C. To enable the CIO to take effective control of the business units across an enterprise
- D. To ensure compliance in an enterprise to corporate auditing standards
- E. To provide a set of standards that all actors must adhere to within an enterprise

Answer: B (LEAVE A REPLY)

NEW QUESTION: 101

Complete the sentence. The Integrated Information Infrastructure Reference Model (III-RM) is an example of a (n) _____ Architecture reference model

- A. Application
- B. Business
- C. Data
- D. Technology

Answer: A (LEAVE A REPLY)

Section: Part 2

NEW QUESTION: 102

Scenario:

Please read this scenario prior to answering the Question

You are serving as the Chief Architect for a large, global commodities trading company which has been growing rapidly through a series of acquisitions.

Each business is performing well in its markets. However, the lack of integration between headquarters and the business units has increasingly caused problems in the handling of customer and financial information.

The inability to share information across businesses has resulted in lost opportunities to "leverage the synergies" that had been intended when the businesses were acquired. At present, each business unit maintains its own applications. Despite an earlier initiative to install a common application to manage customer, products, supplier, and inventory information, each business unit has different ways of defining each of 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 single enterprise-wide application to consolidate information from several applications that exist across the lines of business. The application will be used by all business units and accessed by suppliers through well defined interfaces.

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 specify the best approach for this work.

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

- A.** You define a set of principles that support the preferred best practices embodied in the Enterprise Architecture department charter. You publish the principles on the corporate intranet to ensure widespread acceptance and compliance. You then schedule regular periodic Compliance Assessments with individual business units to check that they have made satisfactory progress toward meeting the objectives and conditions embodied in the principles.
- B.** You examine the mission statements for the company and each of its businesses, together with the corporate value statements. Based on that, you work with the Architecture Board to define the principles. When developing the principles, you ensure that they actively promote the alignment of IT with the corporate business strategies. You then hold a series of review meetings with all the relevant stakeholders, including senior management, ensuring their support.
- C.** You gather information from credible industry sources in the commodities business. Based on that, you assess current trends and apply that to defining a set of principles that embody best practices. You select architecture principles that do not conflict with each other and that should be stable. You ensure that all the principles are realistic and avoid including principles that are obvious.
- D.** You examine the mission statements for the company and each of its businesses, together with the corporate value statements. Based on that, you define a set of principles and review with the CIO. When developing the principles, you ensure that they actively promote the alignment of IT with the business strategies and initiatives of the company. You then seek the endorsement of the CIO and senior management.

Answer: B (LEAVE A REPLY)

NEW QUESTION: 103

Which phase of the ADM focuses on the governance and management of the Architecture Contracts that cover the overall implementation and deployment process?

- A. Phase E
- B. Phase H
- C. Requirements Management
- D. Phase G
- E. Phase F

Answer: D (LEAVE A REPLY)

NEW QUESTION: 104

Which of the following is described by the TOGAF Architecture Content Framework as a type of artifact that shows relationships between things?

- A. Diagram
- B. Matrix
- C. Catalog
- D. Building Block
- E. Deliverable

Answer: B (LEAVE A REPLY)

NEW QUESTION: 105

Which of the following does TOGAF describe as "the structure of components, their inter-relationships, and the principles guiding their design and evolution over time"?

- A. Model
- B. Artifact
- C. Deliverable
- D. View
- E. Architecture

Answer: E (LEAVE A REPLY)

NEW QUESTION: 106

Which component within the Architecture Repository holds best practice or template materials that can be used to construct architectures?

- A. Architecture Capability
- B. Architecture Landscape
- C. Reference Library
- D. Governance Log
- E. Architecture Metamodel

Answer: C (LEAVE A REPLY)

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NEW QUESTION: 107

Which of the following best describes the TOGAF Architecture Governance Framework?

- A. A model intended to assist with the release management of the TOGAF specification itself
- B. An example set of Architecture Principles
- C. A reference model that includes information provider applications and brokering applications
- D. An approach to ensure the effectiveness of an organization's architectures
- E. An architecture of building blocks and corresponding standards, together with associated graphics

Answer: D (LEAVE A REPLY)

NEW QUESTION: 108

In the Solutions Continuum, which of the following is the correct order of solutions ranging from generic solution to enterprise specific solution?

- A. Organization-Specific, Industry, Foundation, Common Systems
- B. Organization-Specific, Industry, Common Systems, Foundation
- C. Industry, Foundation, Common Systems, Organization-Specific
- D. Foundation, Common Systems, Industry, Organization-Specific

Answer: (SHOW ANSWER)

NEW QUESTION: 109

Complete the sentence. The Architecture Landscape is divided into three levels, Strategic, Segment and _____.

- A. Capability
- B. Transition
- C. Solution
- D. Baseline
- E. Target

Answer: A (LEAVE A REPLY)

NEW QUESTION: 110

Complete the sentence. TOGAF describes the role of an Architecture Contract as _____.

- A. a plan to ensure that architecture information is communicated to the right stakeholders at the right time
- B. an agreement between development partners and sponsors on the architecture deliverables
- C. a set of general rules and guidelines to support development of the enterprise architecture

D. a timeline showing progression from the Baseline Architecture to the Target Architecture

Answer: B (LEAVE A REPLY)

NEW QUESTION: 111

What does the TOGAF standard provide to guide architectural activity within the enterprise in terms of structures, roles, responsibilities, and processes?

A. Architecture Capability Framework

B. Enterprise Continuum

C. Architecture Content Framework

D. Architecture Development Method

Answer: A (LEAVE A REPLY)

NEW QUESTION: 112

Scenario: Please read this scenario prior to answering the question You are serving as the Lead Enterprise Architect at a major supplier in the automotive

industry. The company is headquartered in Cleveland, Ohio with manufacturing plants across the United States, Brazil, Germany, Japan and South Korea. 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 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 planning 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 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 Board approved a Request for Architecture Work sponsored by the Chief Engineer of Global Manufacturing Operations. 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 diving their planning and production scheduling from a remote centralized system. The Chief Engineer wants to know how these concerns can be addressed.

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 9, Section 23.6.]

One of the earliest initiatives in the Enterprise Architecture program was the definition of a set of architecture principles. These now need to be updated to address the concerns raised.

You have been asked to select a set of principles most appropriate for guiding the team to define a robust solution.

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

- A.** Technology Independence, Data Trustee, Information Management is Everybody's Business, IT Responsibility, Responsive Change Management
- B.** Common-use Applications, Control Technical Diversity, Ease of Use, Interoperability, Data is Shared, Data is Accessible, Data Security
- C.** Business Continuity, Common-use Applications, Maximize Benefit to the Enterprise, Data is Shared, Data is Accessible, Data Security
- D.** Service-orientation, Responsive Change Management, Business Continuity, Data is Accessible, Data Security

Answer: A ([LEAVE A REPLY](#))

NEW QUESTION: 113

Complete the sentence. A set of architecture principles that cover every situation perceived meets the recommended criteria of _____.

- A.** completeness
- B.** robustness
- C.** stability
- D.** consistency
- E.** understandability

Answer: ([SHOW ANSWER](#))

Section: Part 1

Explanation/Reference: <http://pubs.opengroup.org/architecture/togaf91-doc/arch/chap23.html>

NEW QUESTION: 114

Scenario: Reveille Bugle

Please read this scenario prior to answering the question

For over 100 years, Reveille Bugle has been manufacturing brass bugles and other musical instruments. North America has been the primary market for Reveille's products. However, the firm has now expanded into European markets and will soon establish a market in Latin America. A future expansion into the Asia Pacific region is also planned.

The firm is organized into several business units that each focus on manufacturing particular families of instruments such as brass, woodwind, and percussion. Each business unit has acquired other producers to create its manufacturing capacity. This has resulted in a complex environment with a high diversity of business and manufacturing systems.

The Enterprise Architecture (EA) program at Reveille Bugle has been functioning for several years. It has made significant progress in consolidating the technology portfolio and establishing key standards. The CIO and the COO are joint sponsors of the EA program. By all measures, the EA program is mature, with an

active Architecture Board and a well-defined architecture process and standard content templates based on the TOGAF 9 Architecture Content Framework. The EA process framework is well coordinated with the PMO, Systems Development, and Operations functions.

The firm has completed a strategic plan to reorganize its Sales & Marketing organization according to four geographic market sectors: North America; Europe, Africa, and Middle East; Latin America; and Asia-Pacific. One of the goals of this reorganization is to improve the ability of Marketing to collect more meaningful market analytics that will enable each sector to better address market needs with effective marketing campaigns and global product presence.

A Request for Architecture Work has been approved. As the architecture team commences its work, the CIO has expressed a concern about whether the firm will be able to adapt to the proposed architecture and how to manage the associated risks.

Refer to the Reveille Bugle Scenario

Your role is consultant to the Lead Architect.

You have been asked how to address the concerns of the CIO.

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

A. In Phase A the team should analyze their risk by completing an Implementation Factor Assessment and Deduction Matrix to identify the particular risks associated with the implementation and deployment. These factors can then used to assess the initial risks associated with the proposed architecture.

B. In Phase A, the team should use the Business Transformation Readiness Assessment technique to identify the factors that will influence the successful introduction of the architecture into the organization. The assessment should include determining the readiness rating for each factor based on a maturity scale that will allow the team to gauge the urgency, readiness, and degree of difficulty to fix.

These factors can then used to assess the initial risks associated with the proposed architecture.

C. In Phase A, the team should conduct a Business Scenario to identify the stakeholders' concerns and the resulting requirements. Once the requirements have been identified, they can be assessed in terms of their risks. The risks should be evaluated in terms of how they could be avoided, transferred, or mitigated. Any risks that cannot be resolved should be identified as residual risks and their disposition should be decided by the Architecture Board.

D. In Phase B, the team should create a set of views and viewpoints that will enable them to identify the factors that will influence the successful introduction of the architecture into the organization. There should then be an assessment of each factor on a maturity scale that will allow the team to gauge the urgency, readiness, and degree of difficulty to fix. These factors can then be used to assess the initial risks associated with the proposed architecture.

Answer: A (LEAVE A REPLY)

NEW QUESTION: 115

Which of the following best describes an approach for adapting the ADM in the situation where business principles dictate that a packaged solution be used?

A. Completion of the Business Architecture should follow the Information Systems Architecture

B. Create an Architecture Vision and then a detailed Business Architecture

C. Produce a "cut-down" version of the ADM suitable to the resources available

D. Tailor the ADM in conjunction with another architecture framework that has deliverables specific to the vertical sector

E. Tailor the ADM to reflect the relationships with, and dependencies on other management processes within the organization

Answer: (SHOW ANSWER)

Section: Part 1

NEW QUESTION: 116

Which of the following describes a key objective of the Technology Architecture Phase?

A. To define the solution architecture needed to support the Application Architecture

B. To define technology components into a set of technology platforms

C. To define the Transition Architectures needed to achieve the Target Architecture

D. To develop a migration plan to deliver incremental capabilities

E. To select a set of technology products that will form the basis of a solution architecture

Answer: B (LEAVE A REPLY)

Section: Part 1

NEW QUESTION: 117

Which of the following is described by the TOGAF Architecture Content Framework as a type of artifact that shows lists of things?

A. Catalog

B. Deliverable

C. Building Block

D. Diagram

E. Matrix

Answer: A (LEAVE A REPLY)

NEW QUESTION: 118

Which phase of the ADM is an on-going activity that is visited throughout a TOGAF architecture project?

A. Architecture Change Management

B. Implementation governance

C. Migration planning

D. Preliminary Phase

E. Requirements Management

Answer: (SHOW ANSWER)

Section: Part 2

NEW QUESTION: 119

Which one of the following best describes the Architecture Vision document?

A. An agreement between development partners and the sponsor on architecture deliverables

B. A description of how the new capability will address stakeholder concerns

- C. A description of the scope and approach for completion of the architecture project
- D. A set of quantitative statements outlining requirements on the implementation
- E. A set of rules and guidelines to support fulfilling the mission of the organization

Answer: B (LEAVE A REPLY)

Section: Part 1

Explanation/Reference:

NEW QUESTION: 120

Scenario:

Please read this scenario prior to answering the question

The ABC company started as an accounting and financial services company. It has expanded over the years and is now a leading North American IT and Business Services provider.

With numerous practice areas and a multitude of diverse engagements underway at any given time, overall engagement management has become challenging. The company does not want to risk its outstanding reputation or its international certifications and CMM ratings. Senior partners must become team players, working to support the broader needs of the company and its shareholders.

The Enterprise Architecture team has been working to create the company's Enterprise Architecture framework to address these issues. The team has defined a preliminary framework and held workshops with key stakeholders to define a set of principles to govern the architecture work. They have completed an Architecture Vision at a strategic level and laid out Architecture Definitions for the four domains. They have set out an ambitious vision of the future of the company over a five-year period.

An Architecture Review Board has been formed comprised of IT staff executives and executives from the major practice areas.

The Chief Executive Officer and Chief Information Officer have co-sponsored the creation of the Enterprise Architecture program. The Enterprise Architecture framework is based on TOGAF 9.

As the EA team prepare to formulate an Implementation plan, they have been asked by the CIO to assess the risks associated with the proposed architecture. He has received concerns from senior management that the proposed architecture may be too ambitious and they are not sure it can produce sufficient value to warrant the attendant risks.

Refer to the Scenario

You have been assigned to the role of Chief Enterprise Architect.

You have been asked to recommend an approach to satisfy the concerns raised.

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

- A.** The EA team should gather information about potential solutions from the appropriate sources. Once the Solution Architecture has been assembled, it should be analyzed using a state evolution table to determine the Transition Architectures.
- B.** An interoperability analysis should be applied to evaluate any potential issues across the Solution Architecture. Once all of the concerns have been resolved, the EA team should finalize the Architecture Implementation Roadmap and the Migration Plan.
- C.** Prior to preparing the Implementation plan, there are several techniques that should be applied to assess the risks and value of the proposed transformation. In particular, the EA team should pay

attention to the Business Transformation Readiness Assessment and the Business Value Assessment.

D. The EA team should create a consolidated gap analysis to understand the transformations that are required to achieve the proposed Target Architecture. The EA team should gather information about potential solutions from the appropriate sources. Once the Solution Architecture has been assembled, it should be analyzed using a state evolution table to determine the Transition Architectures. An interoperability analysis should be applied to evaluate any potential issues across the Solution Architecture.

Answer: C (LEAVE A REPLY)

NEW QUESTION: 121

Which of the following statements about TOGAF Building Blocks and their use in the ADM cycle is correct?

- A.** Building Blocks become more implementation-specific in Phase E
- B.** Building Blocks in phases D, E and F are evolved to a common pattern of steps
- C.** Building Blocks should be identified in abstract form as part of the Preliminary Phase
- D.** Building Blocks should be first selected in Phase D

Answer: A (LEAVE A REPLY)

Section: Part 1

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NEW QUESTION: 122

Scenario: Please read this scenario prior to answering the Question You are serving as the Lead Architect for the enterprise architecture team at the prime contractor for the Dreadnought Unmanned Aircraft System program.

Over the course of this contract, the company has grown rapidly by acquisition and has inherited numerous different procurement processes and related IT systems. The decision has been made to consolidate and reduce redundant procurement processes and systems. The CEO has announced that the company will seek to leverage higher volume discounts and lower related IT support costs by instituting a preferred supplier program.

TOGAF 9 Is used for internal Enterprise Architecture activities, with an iterative approach for executing Architecture Development Method (ADM) projects.

At present, there are no particularly useful architectural assets related to this initiative, so all assets need to be acquired and customized or created from scratch. The company prefers to implement commercial off the shelf package applications with little customization. The CIO, who is the project sponsor, has stated that she is not concerned about preserving existing processes or systems.

The architect-re development project has put in place Its Architecture Capability for this project and has started a number of iteration cycles to develop the Architecture. Some tasks to address concerns related to the Business Architecture have been completed. The next immediate task is to address the Information Systems Architectures.

The Information Systems Architectures must address stakeholder concerns such as:

- 1.Which procurement-related business processes are supported by zero, one, or many existing applications?
- 2.What non-procurement applications will need to be integrated with any new procurement applications?
- 3.What data will need to be shared?

Refer to the Scenario

[Note: You may need to refer to TOGAF 9 Chapter 35 in order to answer this question.]

You have been asked to identify the most appropriate catalogs, matrices, and diagrams for this situation.

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

A. In the early iterations of Architecture development, you would describe the Target Application Architecture with Application Communication diagrams and an Application Interaction matrix, and describe the Target Data Architecture with a Data Entity/Business Function matrix and a System/Data matrix. In the later iterations of Architecture development, you would describe the Baseline Application Architecture with a System/Function matrix, and describe the Baseline Data Architecture with a Data Entity/Data Component catalog.

B. In the early iterations of Architecture development, you would describe the Baseline Application Architecture with a Technology Portfolio catalog, and describe the Baseline Data Architecture with a Data diagram. In the later iterations of Architecture development, you would describe the Target Application Architecture with a System/Technology matrix, and describe the Target Data Architecture with a Data Dissemination diagram.

C. In the early iterations of Architecture development, you would describe the Target Application Architecture with Application Communication diagrams and an Application Interaction matrix, and describe the Target Data Architecture with a System/Data matrix. In the later iterations of Architecture development, you would describe the Baseline Application Architecture with an Application and User Location diagram and a System/Function matrix, and describe the Baseline Data Architecture with a Data Entity/Data Component catalog.

D. in the early iterations of Architecture development, you would describe the Baseline Application Architecture with a System/Function matrix, and describe the Baseline Data Architecture using a Data Entity/Data Component catalog. In the later Iterations of the Architecture Definition, you would describe the Target Application Architecture using Application Communication diagrams and an Application Interaction matrix, and describe the Target Data Architecture with a System/Data matrix.

Answer: (SHOW ANSWER)

NEW QUESTION: 123

Which of the following is an objective of ADM Phase G, Implementation Governance?

- A.** Ensure that the enterprise's Architecture Capability meets current requirements
- B.** Establish the value realization process
- C.** Ensure that implementation projects conform with the Target Architecture

- D. Prioritize the projects through risk validation
- E. Assess the performance of the architecture and make recommendation for change

Answer: C (LEAVE A REPLY)

Section: Part 1

Explanation/Reference: <http://pubs.opengroup.org/architecture/togaf8-doc/arch/chap13.html>

NEW QUESTION: 124

Which of the following is a responsibility of an Architecture Board?

- A. Allocating resources for architecture projects
- B. Creating the Statement of Architecture Work
- C. Conducting assessments of the maturity level of architecture discipline within the organization
- D. Identifying the Lead Enterprise Architect to manage an architecture compliance review
- E. Establishing targets for re-use of components

Answer: C (LEAVE A REPLY)

NEW QUESTION: 125

Which of the following is an objective of the Preliminary Phase?

- A. Develop a vision of the proposed Enterprise Architecture
- B. Define the process for architecture governance
- C. Create the initial version of the Architecture Roadmap
- D. Document the baseline architecture
- E. Obtain approval for the Statement of Architecture Work

Answer: (SHOW ANSWER)

Section: Part 1

NEW QUESTION: 126

Scenario:

Please read this scenario prior to answering the Question

You are serving as the Lead Enterprise Architect at a major supplier in the automotive industry. The company is headquartered in Cleveland, Ohio with manufacturing plants across the United States, Brazil, Germany, Japan and South Korea. 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 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 planning 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 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 Board approved a Request for Architecture Work sponsored by the Chief Engineer of Global Manufacturing Operations. 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 moving their planning and production scheduling from a remote centralized system. The Chief Engineer wants to know how these concerns can be addressed.

Refer to the Scenario

During the initial meeting of the Common ERP Deployment architecture project team, 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 develop Baseline and Target Architectures for each of the manufacturing plants, ensuring that the views corresponding to selected viewpoints 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.
- B.** The team should conduct a pilot project that will enable vendors on the short list to demonstrate potential solutions that will address the concerns of the stakeholders. Based on the findings of that pilot project, a complete set of retirements will be developed that will drive the evolution of the architecture.
- C.** 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 consensus among the key stakeholders.
- D.** The team should use stakeholder analysis 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.

Answer: A (LEAVE A REPLY)

NEW QUESTION: 127

Complete the sentence. According to the TOGAF standard, an _____ is a representation of a system from the perspective of a related set of _____.

- A.** architecture view, stakeholders
- B.** architecture viewpoint, stakeholders
- C.** architecture viewpoint, architecture views
- D.** architecture view, requirements
- E.** architecture view, concerns

Answer: (SHOW ANSWER)

Section: Part 1

Explanation/Reference: <https://pubs.opengroup.org/architecture/togaf9-doc/arch/chap03.html>

NEW QUESTION: 128

Complete the sentence. A gap analysis will enable the architect to do all of the following except _____.

- A. identify building blocks that have been inadvertently omitted
- B. identify building blocks that have been intentionally eliminated
- C. identify building blocks to be carried over
- D. identify new building blocks that are needed
- E. identify potential vendors to provide new building blocks

Answer: E (LEAVE A REPLY)

Section: Part 1

NEW QUESTION: 129

Which of the following types of architecture defines technology standards for building blocks and provides direction for products and services?

- A. Organization-Specific Architecture
- B. Foundation Architecture
- C. Transition Architecture
- D. Industry Architecture
- E. Common Systems Architecture

Answer: B (LEAVE A REPLY)

NEW QUESTION: 130

Which of the following are interests important to the stakeholders in a system?

- A. concerns
- B. principles
- C. architecture viewpoints
- D. requirements
- E. architecture views

Answer: (SHOW ANSWER)

Section: Part 1

Explanation:

Concerns are the key interests that are crucially important to the stakeholders in the system, and determine the acceptability of the system. Concerns may pertain to any aspect of the system's functioning, development, or operation, including considerations such as performance, reliability, security, distribution, and evolvability.

Reference: <http://pubs.opengroup.org/architecture/togaf8-doc/arch/chap31.html>

NEW QUESTION: 131

Complete the sentence by selecting the applicable pair of words. According to TOGAF, a/an _____ is used to describe the _____ of a stakeholder.

- A. activity model, perspective
- B. viewpoint, requirements
- C. view, concerns
- D. Node Connectivity Diagram, interconnections
- E. Architecture trade-off analysis, constraints

Answer: (SHOW ANSWER)

Section: Part 2

NEW QUESTION: 132

In which part of the ADM cycle do the earliest building block definitions start as abstract entities?

- A. Phase A
- B. Preliminary Phase
- C. Phases B, C, and D
- D. Phases G and H
- E. Phases E and F

Answer: (SHOW ANSWER)

Explanation

Reference

<http://pubs.opengroup.org/architecture/togaf8-doc/arch/chap32.html>

NEW QUESTION: 133

Which one of the following statements best describes why the ADM should be adapted?

- A. To move through the cycle faster
- B. To align it closer to the business
- C. To suit the specific needs of the enterprise
- D. To make the use more realistic

Answer: C (LEAVE A REPLY)

NEW QUESTION: 134

What is the purpose of the Standards Information Base within the Architecture Repository?

- A. It describes the organization specific architecture framework and method
- B. It provides a record of the governance activity across the enterprise
- C. It defines the parameters, structures, and processes to support governance
- D. It lists the set of specifications to which architectures must conform
- E. It provides standard templates and patterns that must be used to create new architectures

Answer: (SHOW ANSWER)

Section: Part 2

Explanation/Reference:

NEW QUESTION: 135

Which one of the following is an objective of Phase A, Architecture Vision?

- A. Defining architecture principles
- B. Defining relationships between management frameworks
- C. Defining the enterprise
- D. Evaluating the enterprise architecture maturity
- E. Identifying stakeholders and their concerns

Answer: E (LEAVE A REPLY)

Section: Part 1

NEW QUESTION: 136

Complete the sentence. TOGAF defines five criteria for a good set of principles: Understandable, Robust, Complete, Consistent and_____.

- A. Agile
- B. Dynamic
- C. Comprehensive
- D. Rational
- E. Stable

Answer: (SHOW ANSWER)

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NEW QUESTION: 137

The statement, "Getting information to the right people at the right time in a secure, reliable manner in order to support the operations that are core to the extended enterprise" describes the concept of_____

- A. Service Oriented Architecture
- B. Interoperability
- C. Semantic Web
- D. Boundaryless Information Flow
- E. Portability

Answer: D (LEAVE A REPLY)

NEW QUESTION: 138

Complete the sentence. A set of architecture principles that cover every situation perceived meets the recommended criteria of _____.

- A. completeness
- B. understandability
- C. consistency
- D. stability
- E. robustness

Answer: A ([LEAVE A REPLY](#))

Explanation/Reference:

Reference: <http://pubs.opengroup.org/architecture/togaf91-doc/arch/chap23.html>

NEW QUESTION: 139

Which ADM phase is responsible for assessing the performance of the architecture and making recommendations for change?

- A. Phase G
- B. Phase F
- C. Phase H
- D. Phase E
- E. Phase A

Answer: ([SHOW ANSWER](#))

NEW QUESTION: 140

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. As part of a corporate-wide Lean Manufacturing initiative, the company has defined a strategic architecture to improve its ability to meet consumer demand and improve its ability to manage its supply chain. The strategic architecture called for the consolidation of multiple Enterprise Resource Planning (ERP) applications that have been operating independently in several of the divisions' production facilities. The goal is to replace the functionality of the existing applications with a new ERP product running as a single instance in the company's primary data center.

The company has a mature enterprise architecture practice and uses TOGAF 9 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.

Because of the risks posed by the complexity of the current environment, it has been determined that a phased approach is needed to implement the target architectures. The overall implementation process is estimated to take several years.

Refer to the Scenario

The Implementation and Migration Plan v0.1, the draft Architecture Roadmap, and the Capability Assessment deliverables are now complete. You have been asked to recommend the next steps to prepare the final Implementation and Migration Plan.

Based on TOGAF 9, 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. Minimally, 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, taking into account 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.

Answer: (SHOW ANSWER)

Explanation/Reference:

Business Value Technique usually follows BTRA, and will fulfil the requirement to phase approach by prioritizing projects and listing their execution using ADI table.

NEW QUESTION: 141

Which one of the following best describes the purpose of ADM Phase E?

A. To develop the Technology Architecture

B. To define the scope, identifying stakeholders and obtaining approvals

C. To define the initial implementation plans

D. To manage requirements throughout the ADM

E. To perform architectural oversight for the implementation

Answer: C (LEAVE A REPLY)

NEW QUESTION: 142

Scenario:

Please read this scenario prior to answering the question

The ABC company is the prime contractor for the Telesto Unmanned Spacecraft program. Over the course of this contract, the company has grown rapidly by acquisition and has inherited numerous different procurement processes and related IT systems. The company is moving aggressively to consolidate and reduce redundant procurement processes and systems. The CEO has announced that the company will seek to leverage higher volume discounts and lower related IT support costs by instituting a preferred supplier program.

To achieve this goal, the company needs to define Baseline and Target Architectures. These architectures must address key stakeholders' concerns such as:

1. What groups of people should be involved in procurement-related business processes?
2. What current applications do those groups use?
3. Which procurement-related business processes are supported by zero, one, or many existing applications?
4. What are the overall lifetimes of the Request for Proposal and Purchase Order business objects? What non- procurement applications will need to be integrated with any new procurement applications?
5. What data will need to be shared?

At present, there are no particularly useful architectural assets related to this initiative, so all assets need to be acquired and customized or created from scratch. The company prefers to implement existing package applications from systems vendors with little customization.

The architecture development project has just completed its Architecture Context iteration cycle and is about to begin the Architecture Definition iteration cycle. The company is using TOGAF for its internal Enterprise Architecture activities. It uses an iterative approach for executing Architecture Development Method (ADM) projects.

The architecture development project has just completed its Architecture Context iteration cycle and is about to begin the Architecture Definition iteration cycle.

Refer to the Scenario.

You are serving as the Lead Architect.

You have been asked to identify the most appropriate architecture viewpoints for this situation.

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

A. In the early iterations of the Architecture Definition:

- * Describe the Baseline Business Architecture with a Baseline Business Process catalog
- * Describe the Baseline Application Architecture with a Technology Portfolio catalog
- * Describe the Baseline Data Architecture with a Data diagram

In the later iterations of the Architecture Definition:

- * Describe the Target Business Architecture with an Actor/Process/Data catalog
- * Describe the Target Application Architecture with a System/Technology matrix

* Describe the Target Data Architecture with a Data Dissemination diagram

B. In the early iterations of the Architecture Definition:

* Describe the Target Business Architecture with a Business Service/Function catalog and a Business Interaction matrix

* Describe the key business objects with Product Lifecycle diagrams

* Describe the Target Application Architecture with Application Communication diagrams and an Application Interaction matrix

* Describe the Target Data Architecture with a Data Entity/business Function matrix and a System/Data matrix In the later iterations of the Architecture Definition:

* Describe the Baseline Business Architecture with a Business Service/Function catalog and a Business Interaction matrix

* Describe the Baseline Application Architecture with a System/Organization matrix and a System/function matrix

* Describe the Baseline Data Architecture with a Data Entity/Data Component catalog

C. In the early iterations of the Architecture Definition:

* Describe the Target Business Architecture with a Business Service/Function catalog and an Organization/Actor catalog

* Describe the key business objects with Data Lifecycle diagrams

* Describe the Target Application Architecture with Application Communication diagrams and an Application Interaction matrix

* Describe the Target Data Architecture with a System/Data matrix

In the later iterations of the Architecture Definition:

* Describe the Baseline Business Architecture with a Business Service/Function catalog and a Business Interaction matrix

* Describe the Baseline Application Architecture with an Application and User Location diagram and a System/Function matrix

* Describe the Baseline Data Architecture with a Data Entity/Data Component catalog

D. In the early iterations of the Architecture Definition:

* Describe the Baseline Business Architecture with an Organization/Actor catalog

* Describe the Baseline Application Architecture with a System/Function matrix

* Describe the Baseline Data Architecture using a Data Entity/Data Component catalog In the later iterations of the Architecture Definition:

* Describe the Target Business Architecture with an Organization/Actor catalog

* Describe the Target Application Architecture using Application Communication diagrams and an Application Interaction matrix

* Describe the Target Data Architecture with a System/Data matrix

Answer: C (LEAVE A REPLY)

Section: Part 2

NEW QUESTION: 143

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 corporation. The corporation has over 100,000 employees and is organized into 10 divisions with operation in over 60 countries and products sold in over 125 countries. It has major research sites at 8 locations worldwide. The operations of the corporation are subject to legal and regulatory requirements for each country where they operate. The production of its 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 trial for a new product.

The Enterprise Architecture group within the company has been engaged in an architecture development system that will allow researchers at its product development laboratories worldwide to share information about their clinical trials. This system will also connect with external partners.

The Enterprise Architecture group is a mature organization. They use the TOGAF ADM with extensions required to support the manufacturing practices and laboratory practices of their target markets. Due to the highly sensitive nature of the information that is managed, special care was taken to ensure that each architecture domain included an examination of the security, regulatory and privacy issues that are relevant. The Executive Vice President for Clinical Research is the sponsor of the Enterprise Architecture activity. She has stated that the changes to the Enterprise Architecture for the new system will need to be rolled out on a geographic basis that will minimize disruptions to ongoing clinical trials. The work will need to be done in stages and rolled out in geographical regions.

Refer to the Scenario

You have been asked to recommend the approach to identify the work packages that will be included in the Transition Architecture (s) Based on the TOGAF standard, which of the following is the best answer?

A. You would document the factors impacting the implementation and Migration Plan and group the gaps identified in the domain architecture gap analysis results. For each gap, you would identify a proposed solution and classify it as new development, purchased solution, or based on an existing product. You would group similar solutions together to form work packages, and identify dependencies between the work packages and identify dependencies between the work packages factoring in the clinical trial schedules. Finally, you would regroup the packages into a set of Capability Increments scheduled into a series of Transition Architectures.

B. You would use a Consolidated Gaps, Solutions and Dependencies Matrix as a planning tool. For each gap, you would classify whether the solution is either a new development, purchased solution, or based on an existing product. You would group the similar solutions together to define the work packages.

You would then regroup the work packages into a set of Capability Increments to transition to the Target Architecture taking into account the schedule for clinical trials.

C. You would determine the set of Solution Building Blocks required by identifying which need to be developed and which need to be procured. You would eliminate any duplicate building blocks, and then group the remaining Solution Building Blocks together to create the work packages using a CRUD matrix. You would then rank the work packages in terms of cost, and select the most cost-effective options for inclusion in a series of Transition Architectures. Finally, you would schedule a sequential roll out of the work packages across the geographic regions.

D. You would group the Solution Building Blocks from a Consolidated Gaps, Solutions and Dependencies Matrix into a set of work packages. Using the matrix as a planning tool you would then regroup the work packages to account for dependencies. You would sequence the work packages to account for dependencies. You would sequence the work packages into the Capability Increments needed to achieve the Target Architecture. You would schedule the rollout one region at a time. Finally, you would document the progression of the Enterprise Architecture using a state evolution table.

Answer: B (LEAVE A REPLY)

NEW QUESTION: 144

Which of the following statements about TOGAF Building Blocks and their use in the ADM cycle is correct?

- A.** Building Blocks become more implementation-specific in Phase E
- B.** Building Blocks in phases D, E and F are evolved to a common pattern of steps
- C.** Building Blocks should be identified in abstract form as part of the Preliminary Phase
- D.** Building Blocks should be first selected in Phase D

Answer: A (LEAVE A REPLY)

Section: Part 1

Explanation/Reference:

NEW QUESTION: 145

Which pair of the following responses best completes the sentence? Architecture building blocks _____, whereas Solution Building blocks _____

- A.** are assembled; are single function components
- B.** are single function components; are groups of architecture building blocks
- C.** are reusable; are not reusable
- D.** define the architecture; provide the existing legacy system
- E.** define functionality; define the implementation of functionality

Answer: (SHOW ANSWER)

Section: Part 2

NEW QUESTION: 146

Which one of the following best describes a primary use of the Architecture Vision document?

- A.** A checklist for compliance reviews
- B.** An evaluation tool to select vendors to conduct a proof of concept demonstration
- C.** A tool for calculating detailed cost estimates
- D.** A tool for project planning the implementation activities
- E.** A tool for selling the benefits of the proposed capability to stakeholders

Answer: (SHOW ANSWER)

Section: Part 2

NEW QUESTION: 147

Which of the following types of architecture defines technology standards for building blocks and provides direction for products and services?

- A. Common Systems Architecture
- B. Foundation Architecture
- C. Industry Architecture
- D. Organization-Specific Architecture
- E. Transition Architecture

Answer: ([SHOW ANSWER](#))

Section: Part 1

NEW QUESTION: 148

Scenario:

Please read this scenario prior to answering the Question.

The ABC Ltd. is a leading medical device manufacturer in the highly competitive market for Migraine Headache Pain Management (MHPM) devices. These tiny wireless devices are implanted in the brain and can deliver a precise electric shock when the wearable Pain Control Unit (PCU) detects an increase in stress induced by the onset of a migraine headache. This technology will be a breakthrough in the treatment of this condition, and several competitors are striving to be the first to introduce a product into the market. However, all of them must demonstrate the effectiveness and safety of their products in a set of clinical trials that will satisfy the regulatory requirements of the countries in the target markets.

The Enterprise Architecture group at the company has been engaged in an architecture development project to create a secure networked collaboration system that will allow researchers at its product development laboratories worldwide to share information about their independent clinical trials. The Enterprise Architecture group is a mature organization that has been utilizing TOGAF for several years. The company Architecture Development Method is strictly based on TOGAF 9 with extensions required to support current good manufacturing practices and good laboratory practices in their target markets. The project team has now completed the Business, Information Systems, and Technology Architecture phases and has produced a complete set of deliverables for each phase. Due to the highly sensitive nature of the information that is managed, special care was taken to ensure that each architecture domain included an examination of the security and privacy issues that are relevant for each domain. A corresponding Security Architecture has been defined.

The Executive Vice President for Clinical Research is the sponsor of the Enterprise Architecture activity. He has stated that the changes to the enterprise architecture for the new system will need to be rolled out on a geographic basis that will minimize disruptions to ongoing clinical trials. The work will need to be done in stages and rolled out in geographical regions.

Refer to the Scenario

You are serving as the Lead Architect for the project team.

You have been asked to recommend the approach to identify the work packages that will be included in the Transition Architecture(s).

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

A. Group the Solution Building Blocks from a Consolidated Gaps, Solutions and Dependencies Matrix into a set of work packages. Using the matrix as a planning tool, regroup the work packages to account for dependencies. Sequence the work packages into the Capability Increments needed to achieve the Target Architecture. Schedule the rollout one region at a time. Document the progression of the enterprise architecture using an Enterprise Architecture State Evolution table.

B. Determine the set of Solution Building Blocks required by identifying which Solution Building Blocks need to be developed and which need to be procured. Eliminate any duplicate building blocks. Group the remaining Solution Building Blocks together to create the work packages using a CRUD matrix.

Rank the work packages in terms of cost and select the most cost-effective options for inclusion in a series of Transition Architectures. Schedule the roll out of the work packages to be sequential across the geographic regions.

C. Create an Implementation Factor Assessment and Deduction Matrix and a Consolidated Gaps, Solutions and Dependencies Matrix. For each gap, identify a proposed solution and classify it as new development, purchased solution, or based on an existing product. Group similar solutions together to form work packages. Identify dependencies between work packages factoring in the clinical trial schedules. Regroup the packages into a set of Capability Increments scheduled into a series of Transition Architectures and documented in an Architecture Definition Increments Table.

D. Use a Consolidated Gaps, Solutions and Dependencies Matrix as a planning tool. For each gap classify whether the solution is either a new development, purchased solution, or based on an existing product. Group the similar solutions together to define the work packages. Regroup the work packages into a set of Capability Increments to transition to the Target Architecture taking into account the schedule for clinical trials.

Answer: ([SHOW ANSWER](#))

NEW QUESTION: 149

Complete the sentence. The Architecture Landscape is divided into three levels, Capability, Segment, and _____.

- A. Transition
- B. Solution
- C. Strategic
- D. Target
- E. Baseline

Answer: ([SHOW ANSWER](#))

NEW QUESTION: 150

Complete the sentence. There are five criteria that distinguish a good set of principles: Understandable, Robust, Complete, Consistent and _____.

- A. Stable
- B. Rational
- C. Agile
- D. Dynamic

E. Comprehensive

Answer: ([SHOW ANSWER](#))

NEW QUESTION: 151

Complete the sentence. TOGAF covers the development of four architecture domains, Application, Business, Data and_____.

- A. Transition
- B. Vision
- C. Segment
- D. Technology
- E. Capability

Answer: ([SHOW ANSWER](#))

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NEW QUESTION: 152

Which one of the following is an objective of Phase A, Architecture Vision?

- A. Identifying stakeholders and their concerns
- B. Evaluating the enterprise architecture maturity
- C. Defining architecture principles
- D. Defining relationships between management frameworks
- E. Defining the enterprise

Answer: A ([LEAVE A REPLY](#))

NEW QUESTION: 153

Which of the following describes a purpose of an Architecture Compliance review?

- A. Identifying relationships between management frameworks
- B. Identifying stakeholders and their concerns
- C. Identifying business transformation risks for an architecture project
- D. Identifying errors in the project architecture

Answer: D ([LEAVE A REPLY](#))

NEW QUESTION: 154

Complete the sentence. The major information areas managed by a governance repository should include _____.

- A. Catalogs, Matrices and Diagrams
- B. Capability, Segment and Transition Architectures
- C. Audit Information, Process Status and Reference Data
- D. Common Systems Solutions, Organization-Specific Solutions and Industry Solutions
- E. Artifacts, Best Practices and Standards

Answer: C ([LEAVE A REPLY](#))

Section: Part 1

Explanation/Reference: https://pubs.opengroup.org/architecture/togaf9-doc/arch/chap04.html#tag_04_04

NEW QUESTION: 155

Which one of the following is considered a relevant architecture resource in ADM Phase D?

- A. Generic data models relevant to the organization's industry sector
- B. Existing application models
- C. Generic technology models relevant to the organization's industry sector
- D. Existing IT services

Answer: ([SHOW ANSWER](#))

Section: Part 1

Explanation/Reference: <http://pubs.opengroup.org/architecture/togaf91-doc/arch/chap12.html>

NEW QUESTION: 156

Scenario:

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 large 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 saleable 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 co-sponsor 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 to perform final quality assurance. The Architecture Board 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, sponsor of the activity, has expressed concern that a uniform process be employed at each location to ensure consistency.

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, Version 9.2, which of the following is the best answer?

A. 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 Definition. 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 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.

C. 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 Contract is detected, the Architecture Board grant a dispensation to allow the implementation organization the ability 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 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.

Answer: D (LEAVE A REPLY)

Section: Part 2

NEW QUESTION: 157

Scenario

Please read this scenario prior to answering the Question

Your role is that of Lead Enterprise Architect within the staff headquarters of a large hotel chain. The chain

manages over 500 hotels across North America and Canada, with another 230 hotels internationally in the United Kingdom, Europe, Australia and New Zealand. Unlike other hotel chains, which are often a mix of company-owned and franchised units, each hotel in the chain is an independently owned and operated franchise. Many of the hotels use the same internal IT systems that they used before they joined the franchise. Until recently, the only requirement that has been placed on each hotel is that they use a standard financial reporting system to report their financial results to the headquarters on a weekly basis. The CEO of the chain has stated his concerns about the inefficiencies of the current approach and identified the need to change. He has defined a new strategic vision that will enhance the business by providing its franchisees new support services including worldwide reservations, global, national and regional marketing as well as consolidated financial, logistics, and yield management. This strategy is part of the long-term commitment to enhance the brand image and drive superior revenue for the chain. He has also stated that he expects improved financial results by the end of the current fiscal year.

These changes will provide the chain with improved utilization of its capacity and more efficient operations. The addition of a corporate-wide data warehouse will provide analytics that will enable the marketing group to improve its ability to target advertising into key national and regional markets to improve yields.

The chain has a mature enterprise architecture practice based in its headquarters and uses TOGAF 9 as the method and guiding framework. The CIO is the sponsor of the activity.

In planning this change, the Chief Architect engaged the services of a well-known consulting firm that specializes in business strategy. An initial study has been conducted to identify the strategic changes needed to implement the CEO's vision. This recently completed with approval of a strategic architecture encompassing the entire chain, including detailed requirements and recommendations.

Based on the recommendations from the initial study, the chain has taken the decision to adopt a packaged suite of integrated applications that is tailored to the needs of the hospitality industry.

Refer to the scenario

You have been asked by the Chief Architect to propose the best approach for architecture development to realize the CEO's vision.

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

A. You propose that this engagement define the baseline Technology Architecture first in order to assess the current infrastructure capacity and capability. Then the focus should be on transition planning and architecture deployment. This will identify requirements to ensure that the projects are sequenced in an optimal fashion so as to realize the vision.

B. You propose that the target architecture is defined first, followed by transition planning. This is because the vision is well understood and the strategic architecture agreed. The target first approach will ensure that the current problems and inefficiencies of the baseline architecture are not carried forward, and that the proposed solution addresses the requirements identified in the initial study.

C. You propose that the team focus on defining the target architecture by going through the architecture definition phases (B-D). This is because the initial study identified the need to change. This will ensure that the change can be defined in a structured manner and address the requirements needed to realize the vision.

D. You propose that the team focus on architecture definition, with a specific emphasis on understanding the strategic change parameters of the business strategy. Once understood, the team will be in the

best position to identify the requirements, drivers, issues, and constraints for this engagement. You would ensure that the target architecture addresses non-functional requirements so as to ensure the target architecture is robust and secure.

Answer: C (LEAVE A REPLY)

NEW QUESTION: 158

Which of the following describes a purpose of an Architecture Compliance review?

- A. Identifying relationships between management frameworks
- B. Identifying stakeholders and their concerns
- C. Identifying the business transformation risks for an architecture project
- D. Identifying criteria for procurement activities
- E. Identifying work packages for inclusion in the Architecture Roadmap

Answer: (SHOW ANSWER)

Section: Part 1

Explanation/Reference:http://pubs.opengroup.org/architecture/togaf9-doc/arch/chap48.html#tag_48_03

NEW QUESTION: 159

Which one of the following is an objective of the Preliminary Phase of the ADM?

- A. To define the relevant stakeholders and their concerns
- B. To define the application systems for the Target Architecture
- C. To define the framework and methodologies to be used
- D. To define and prioritize work packages
- E. To define the Baseline Architecture for this cycle of the ADM

Answer: C (LEAVE A REPLY)

NEW QUESTION: 160

Which of the following best describes the purpose of the Architecture Vision?

- A. It contains an assessment of the current architecture requirements
- B. It defines the scope and approach to complete an architecture project
- C. It is sent from the sponsor and triggers the start of an architecture development cycle
- D. It provides a high-level aspirational view of the end architecture project
- E. It provides a schedule for implementation of the target architecture

Answer: D (LEAVE A REPLY)

Section: Part 1

Explanation

NEW QUESTION: 161

Scenario

Please read this scenario prior to answering the Question

You have been assigned the role of Chief Enterprise Architect within a leading outsourcing services company.

The company has over 20,000 outsourcing professionals and works on some of the world's largest outsourcing projects. Outsourcing services include business processes, infrastructure, and service management. The company also provides business consulting services.

With numerous service areas and a large number of diverse engagements in progress at any given time, overall engagement management within the company has become challenging. The company does not want to risk its outstanding reputation or its international certifications and CMM ratings.

The company has established an Enterprise Architecture program based on TOGAF 9, sponsored jointly by the Chief Executive Officer and Chief Information Officer. An Architecture Board has been formed comprised of IT staff executives and executives from the major service areas and consulting practice. The Enterprise Architecture (EA) team has been working with the Strategic Planning team to create a strategic enterprise architecture to address these issues. The EA team has defined a framework and held workshops with key stakeholders to define a set of architecture principles to govern the architecture work. They have completed an Architecture Vision at a strategic level and laid out Architecture Definitions for the four domains. They have set out an ambitious vision of the future of the company over a five-year period. This includes a solution architecture including three distinct transformations.

The CIO has made it clear that prior to the approval of the detailed Implementation and Migration plan, the EA team will need to assess the risks associated with the proposed architecture. He has received concerns from some of the vice presidents across the company that the proposed architecture may be too ambitious and they are not sure it can produce sufficient value to warrant the attendant risks.

Refer to the Scenario

You have been asked to recommend an approach to satisfy these concerns.

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

- A.** The EA team should apply an interoperability analysis to evaluate any potential issues across the Solution Architecture. This should include the development of a matrix showing the interoperability requirements. Once all of the concerns have been resolved, the EA team should finalize the Architecture Roadmap and the Implementation and Migration Plan.
- B.** The EA team should gather information about potential solutions from the appropriate sources. Once the Solution Architecture has been assembled, it should be analyzed using a state evolution table to determine the Transition Architectures. A value realization process should then be established to ensure that the concerns raised are addressed.
- C.** The EA team should apply the Business Transformation Readiness Assessment technique. This will allow the risks associated with the transformations to be identified and mitigated for. It will also identify improvement actions to be worked into the Implementation and Migration Plan. The Business Value Assessment technique should then be used to determine the business value and associated risks for the transformation.
- D.** Before preparing the detailed Implementation and Migration plan, the EA team should review and consolidate the gap analysis results from Phases B to D to understand the transformations that are required to achieve the proposed Target Architecture. The EA team should then assess the readiness of the organization to undergo change. Once the Solution Architecture has been assembled, it should be analyzed using a state evolution table to determine the Transition Architectures.

Answer: (SHOW ANSWER)

NEW QUESTION: 162

Scenario:

Please read this scenario prior to answering the question

The ABC company started as an accounting and financial services company. It has expanded over the years and is now a leading North American IT and Business Services provider.

With numerous practice areas and a multitude of diverse engagements underway at any given time, overall engagement management has become challenging. The company does not want to risk its outstanding reputation or its international certifications and CMM ratings. Senior partners must become team players, working to support the broader needs of the company and its shareholders.

The Enterprise Architecture team has been working to create the company's Enterprise Architecture framework to address these issues. The team has defined a preliminary framework and held workshops with key stakeholders to define a set of principles to govern the architecture work. They have completed an Architecture Vision at a strategic level and laid out Architecture Definitions for the four domains. They have set out an ambitious vision of the future of the company over a five-year period.

An Architecture Review Board has been formed comprised of IT staff executives and executives from the major practice areas.

The Chief Executive Officer and Chief Information Officer have co-sponsored the creation of the Enterprise Architecture program. The Enterprise Architecture framework is based on TOGAF 9.

As the EA team prepare to formulate an Implementation plan, they have been asked by the CIO to assess the risks associated with the proposed architecture. He has received concerns from senior management that the proposed architecture may be too ambitious and they are not sure it can produce sufficient value to warrant the attendant risks.

Refer to the Scenario

You have been assigned to the role of Chief Enterprise Architect.

You have been asked to recommend an approach to satisfy the concerns raised.

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

- A.** An interoperability analysis should be applied to evaluate any potential issues across the Solution Architecture. Once all of the concerns have been resolved, the EA team should finalize the Architecture Implementation Roadmap and the Migration Plan.
- B.** The EA team should gather information about potential solutions from the appropriate sources. Once the Solution Architecture has been assembled, it should be analyzed using a state evolution table to determine the Transition Architectures.
- C.** The EA team should create a consolidated gap analysis to understand the transformations that are required to achieve the proposed Target Architecture. The EA team should gather information about potential solutions from the appropriate sources. Once the Solution Architecture has been assembled, it should be analyzed using a state evolution table to determine the Transition Architectures. An interoperability analysis should be applied to evaluate any potential issues across the Solution Architecture.
- D.** Prior to preparing the Implementation plan, there are several techniques that should be applied to assess the risks and value of the proposed transformation. In particular, the EA team should pay attention to the Business Transformation Readiness Assessment and the Business Value Assessment.

Answer: D (LEAVE A REPLY)

Section: Part 2

NEW QUESTION: 163

What are the levels of the Architecture Landscape?

- A. Corporate EA, Project Team and Portfolio Team Architectures
- B. Business, Data, Applications and Technology Architectures
- C. Capability, Segment and Strategic Architectures
- D. Baseline, Transition and Target Architectures
- E. Foundation, Common and Solution Architectures

Answer: C (LEAVE A REPLY)

Section: Part 2

NEW QUESTION: 164

Scenario

Please read this scenario prior to answering the Question

Your role is that of Lead Enterprise Architect within the staff headquarters of a large hotel chain. The chain manages over 500 hotels across North America and Canada, with another 230 hotels internationally in the United Kingdom, Europe, Australia and New Zealand. Unlike other hotel chains, which are often a mix of company-owned and franchised units, each hotel in the chain is an independently owned and operated franchise. Many of the hotels use the same internal IT systems that they used before they joined the franchise.

Until recently, the only requirement that has been placed on each hotel is that they use a standard financial reporting system to report their financial results to the headquarters on a weekly basis.

The CEO of the chain has stated his concerns about the inefficiencies of the current approach and identified the need to change. He has defined a new strategic vision that will enhance the business by providing its franchisees new support services including worldwide reservations, global, national and regional marketing as well as consolidated financial, logistics, and yield management. This strategy is part of the long-term commitment to enhance the brand image and drive superior revenue for the chain. He has also stated that he expects improved financial results by the end of the current fiscal year.

These changes will provide the chain with improved utilization of its capacity and more efficient operations. The addition of a corporate-wide data warehouse will provide analytics that will enable the marketing group to improve its ability to target advertising into key national and regional markets to improve yields.

The chain has a mature enterprise architecture practice based in its headquarters and uses TOGAF 9 as the method and guiding framework. The CIO is the sponsor of the activity.

In planning this change, the Chief Architect engaged the services of a well-known consulting firm that specializes in business strategy. An initial study has been conducted to identify the strategic changes needed to implement the CEO's vision. This recently completed with approval of a strategic architecture encompassing the entire chain, including detailed requirements and recommendations.

Based on the recommendations from the initial study, the chain has taken the decision to adopt a packaged suite of integrated applications that is tailored to the needs of the hospitality industry.

Refer to the scenario

You have been asked by the Chief Architect to propose the best approach for architecture development to realize the CEO's vision.

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

A. You propose that this engagement define the baseline Technology Architecture first in order to assess the current infrastructure capacity and capability. Then the focus should be on transition planning and architecture deployment. This will identify requirements to ensure that the projects are sequenced in an optimal fashion so as to realize the vision.

B. You propose that the target architecture is defined first, followed by transition planning. This is because the vision is well understood and the strategic architecture agreed. The target first approach will ensure that the current problems and inefficiencies of the baseline architecture are not carried forward, and that the proposed solution addresses the requirements identified in the initial study.

C. You propose that the team focus on architecture definition, with a specific emphasis on understanding the strategic change parameters of the business strategy. Once understood, the team will be in the best position to identify the requirements, drivers, issues, and constraints for this engagement. You would ensure that the target architecture addresses non-functional requirements so as to ensure the target architecture is robust and secure.

D. You propose that the team focus on defining the target architecture by going through the architecture definition phases (B-D). This is because the initial study identified the need to change. This will ensure that the change can be defined in a structured manner and address the requirements needed to realize the vision.

Answer: D (LEAVE A REPLY)

Section: Part 2

NEW QUESTION: 165

Scenario

Please read this scenario prior to answering the Question

You are working as a consultant to the Chief Architect at an intelligence and security organization responsible for securing government communications and information systems. These provide real-time, highly secure communication of voice, video, and message data to remote locations around the world. The agency has recently received information from intelligence sources that the current encryption protocols may no longer be secure. In response, a program is underway to upgrade the systems.

The agency has an established Enterprise Architecture (EA) capability based on the TOGAF standard. 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 of the upgraded systems. 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 stricter 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 upgraded system can be achieved.

The Chief Architect has noted that the core EA artifacts that have been in use are not able 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

[Note: You may need to refer to the Content Metamodel chapter, section 30.4 (located in Part IV) of the reference text in order to answer this question.] You have been asked to make recommendations for tailoring the Architecture Content Metamodel to accommodate the requirements of the upgraded system.

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

- A.** You recommend that a Communications Engineering view is created using the infrastructure consolidation extension from the Architecture Content Metamodel. This view will allow architects to align the needed performance measurement communications across the system. This will support the stringent performance measurements needed for the more detailed governance views required for the upgraded system, making the interfaces to the communication and network layer of the architecture highly visible at the application level.
- B.** You recommend that the services extension be incorporated into the Architecture 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.
- C.** You recommend that the motivation and governance extensions are incorporated into the Architecture Content Metamodel. 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.
- D.** You recommend all of the 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.

Answer: B (LEAVE A REPLY)

Section: Part 2

NEW QUESTION: 166

Which of the following does TOGAF describe as "a formal description of a system, or a detailed plan of the system at component level to guide its implementation"?

- A. Artifact
- B. View
- C. Architecture
- D. Deliverable
- E. Model

Answer: C (LEAVE A REPLY)

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NEW QUESTION: 167

Which of the following are sections of the TOGAF Library?

- A. Common Systems Solutions, Organization-Specific Solutions, and Industry Solutions
- B. Catalogs, Matrices and Diagrams
- C. Reference Data, Templates, and Patterns
- D. Foundation Documents, and Organization-Specific Guidance and Techniques
- E. Guidelines, and Reference Architectures

Answer: D (LEAVE A REPLY)

Section: Part 2

NEW QUESTION: 168

TOGAF Part VII, Architecture Capability Framework recommends use of an ADM cycle for establishing an architecture practice. In this scenario which architecture would describe the organizational structure for the architecture practice?

- A. Data Architecture
- B. Technology Architecture
- C. Business Architecture
- D. Application Architecture

Answer: C (LEAVE A REPLY)

NEW QUESTION: 169

In which ADM phase is the Implementation and Migration Plan coordinated with other frameworks?

- A. Phase A

- B. Phase E
- C. Phase F
- D. Phase G
- E. Phase H

Answer: (SHOW ANSWER)

Section: Part 1

Explanation

NEW QUESTION: 170

Complete the sentence. A set of architecture principles that cover every situation perceived throughout the enterprise meet the recommended criteria of _____.

- A. understandability
- B. robustness
- C. completeness
- D. stability
- E. consistency

Answer: C (LEAVE A REPLY)

NEW QUESTION: 171

In TOGAF, what is the difference between an artifact and a deliverable?

- A. Artifacts and deliverables are synonymous; there is no difference between them
- B. Deliverables are specified as contractual outputs from a project, whereas artifacts are not
- C. Deliverables are prepared by the Project Manager, whereas artifacts are defined by the Architect
- D. An artifact contains one or more deliverables
- E. Deliverables are reusable, whereas artifacts are unique to a given architecture project

Answer: B (LEAVE A REPLY)

NEW QUESTION: 172

Which one of the following is NOT an objective for Phase C, Data Architecture?

- A. Defining an architecture that can be understood by the stakeholders
- B. Defining an architecture that is complete and consistent
- C. Defining an architecture that is stable
- D. Defining data entities that are normalized to minimize update anomalies
- E. Defining data entities relevant to the enterprise

Answer: (SHOW ANSWER)

Section: Part 2

NEW QUESTION: 173

Which of the following is part of the Preliminary Phase?

- A. Defining a set of Architecture Principles
- B. Developing the Architecture Contract

- C. Preparing a consolidated Gap Analysis
- D. Creating the Architecture Vision deliverable

Answer: ([SHOW ANSWER](#))

NEW QUESTION: 174

Which of the following describes an objective of Phase G: Implementation Governance?

- A. Finalize the Implementation and Migration Plan
- B. Establish the recourses for architecture governance
- C. Ensure conformance for the target architecture
- D. Operate the governance framework
- E. Develop the Target Technology Architecture

Answer: C ([LEAVE A REPLY](#))

Section: Part 1

Explanation/Reference:

NEW QUESTION: 175

According to TOGAF, which of the following is a characteristic of a Foundation Architecture?

- A. It contains only solution building blocks
- B. It contains business functions and processes specific to a particular industry sector
- C. It contains building blocks and their corresponding standards
- D. It includes a model of application components and application services software, including brokering applications
- E. It includes models for common high-level business functions, such as supply chain management

Answer: ([SHOW ANSWER](#))

Section: Part 1

Explanation/Reference:

NEW QUESTION: 176

Complete the sentence. Two of the four architecture domains that are subsets of an overall Enterprise Architecture are Business and Technology, the other two are Application and _____

- A. Vision
- B. Transition
- C. Segment
- D. Capability
- E. Data

Answer: E ([LEAVE A REPLY](#))

Section: Part 2

Explanation/Reference: <https://pubs.opengroup.org/architecture/togaf9-doc/arch/chap04.html>

NEW QUESTION: 177

According to TOGAF, the recommended dimensions used to define the scope of an architecture include all the following, except:

- A. Architecture Domains
- B. Subject Matter
- C. Enterprise Focus
- D. Time Period
- E. Level of Detail

Answer: B (LEAVE A REPLY)

NEW QUESTION: 178

Complete the sentence, The Architecture Landscape is divided into three levels, Capability Architectures, Segment Architectures, and _____.

- A. Baseline Architectures
- B. Solution Architectures
- C. Strategic Architectures
- D. Target Architectures
- E. Transition Architectures

Answer: C (LEAVE A REPLY)

Section: Part 1

NEW QUESTION: 179

Which of the following does the TOGAF ADM recommend for use in developing the Architecture Vision document?

- A. Risk Management Techniques
- B. Interoperability Analysis
- C. Migration Planning Techniques
- D. Architecture Principles
- E. Business Scenarios

Answer: E (LEAVE A REPLY)

NEW QUESTION: 180

Complete the sentence. According to TOGAF, all of the following are responsibilities of an Architecture Board, except _____.

- A. Ensuring consistency between sub-architectures
- B. Ensuring flexibility of the enterprise architecture to meet business needs
- C. Improving the maturity of the organization's architecture discipline
- D. Monitoring of architecture contracts
- E. Preparing architecture review reports

Answer: E (LEAVE A REPLY)

Section: Part 1

NEW QUESTION: 181

Which of the following best describes the Integrated Information Infrastructure Reference Model?

- A. It supports all the Common Systems Architectures
- B. It is an Application Architecture Reference Model
- C. It is a deliverable from Phase A
- D. It provides a conceptual structure for architecture governance
- E. It can be used to determine the capability level of an enterprise

Answer: ([SHOW ANSWER](#))

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NEW QUESTION: 182

According to TOGAF, which of the following best describes the purpose of an Architecture Roadmap?

- A. To ensure that architecture information is communicated to the right stakeholders at the right time
- B. To show progression of change from the Baseline Architecture to the Target Architecture
- C. To provide a high-level view of the end architecture product
- D. To govern the architecture throughout its implementation process
- E. To act as a deliverable container for artifacts created during a project

Answer: B ([LEAVE A REPLY](#))

NEW QUESTION: 183

Scenario:

Please read this scenario prior to answering the question

The ABC company is a large, global commodities trading company which has been growing rapidly through a series of acquisitions.

Each new business is performing well in its markets. However, the lack of integration between headquarters and the business units has increasingly caused problems in the handling of customer and financial information.

The inability to share information across businesses has resulted in lost opportunities to "leverage the synergies" that had been intended when the businesses were acquired. At present, each business unit maintains its own applications. Despite an earlier initiative to install a common application to manage customer, products, supplier, and inventory information, each business unit has different ways of defining each of 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 begun implementing a single Enterprise Resource Planning (ERP) system to consolidate information from several applications that exist across the lines of business.

The Corporate Board is concerned that the new ERP system must be able to manage and safeguard customer information in a 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 offered to clients and trading partners.

The CIO has formed an Enterprise Architecture department, and one of the primary goals in its charter is to coordinate efforts between the ERP implementation team and the business unit personnel who will be involved in the migration process. The CIO has also formed a cross-functional Architecture Review Board to oversee and govern the architecture. The company has selected TOGAF 9 as the basis for its Enterprise Architecture program. The CIO has endorsed this choice with the full support of top management.

Refer to the Scenario

You are serving as the Chief Architect.

You have been asked to recommend the approach to take in the Preliminary Phase to ensure that the Corporate Board's concern is addressed.

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

A. You evaluate the implications of the Board's concern in terms of regulatory and security policy requirements. You then update the Global Traders security policy to reflect the concern, ensuring that this policy is communicated across the organization.

You allocate a security architecture team to ensure that security considerations are included in ongoing architecture planning. You then assess the security implications and agreements within the Global Traders businesses and their suppliers.

B. You start by clarifying the intent that the Board has for raising this concern. This enables you to understand the implications of the concern in terms of regulatory requirements and the potential impact on current business goals and objectives. You propose that a security architect or security architecture team be allocated to develop a comprehensive security architecture.

C. You evaluate the implications of the Board's concern in terms of regulatory requirements and their impact on business goals and objectives. Based on this understanding, you then issue a Request for Architecture Work to commence an architecture development project to develop a solution that will address the Board's concern. You allocate a security architect to oversee the implementation of the solution in the ERP system that is being developed.

D. You evaluate the implications of the Board's concern by examining the potential impacts on business goals and objectives. Based on your understanding, you then update the current Global Traders security policy to include an emphasis on the Board's concern.

In addition, you allocate a security architect to ensure that security considerations are included in the architecture planning for all domains.

Answer: (SHOW ANSWER)

Section: Part 2

Explanation/Reference:

NEW QUESTION: 184

Which one of the following best describes the purpose of a Change Request?

- A. To act as a deliverable container for artifacts created during a project
- B. To request a dispensation or to kick-start a further cycle of architecture work
- C. To ensure that information is communicated to the right stakeholder at the right time
- D. To review project progress and ensure the implementation is inline with the objectives
- E. To ensure that the results of a Compliance Assessment are distributed to the Architecture Board

Answer: B (LEAVE A REPLY)

Section: Part 1

Explanation

Explanation/Reference: https://books.google.com.pk/books?id=e19eAgAAQBAJ&pg=PA174&lpg=PA174&dq=togaf+9+change+request+To+request+a+dispensation+or+to+kick-start+a+further+cycle+of+architecture+work&source=bl&ots=THcMNzDaWa&sig=ACfU3U22CWhlkyjhrUjm_XYQ2Ydt0d1ZmA&hl=en&sa=X&ved=2ahUKEwiYg564j4ngAhUMD2MBHbMtD9gQ6AEwAXoECAEQAQ#v=onepage&q=togaf%209%20change%20request%20To%20request%20a%20dispensation%20or%20to%20kick-start%20a%20further%20cycle%20of%20architecture%20work&f=false

NEW QUESTION: 185

If the current step in Phase B is to define candidate roadmap components, what is the next step

- A. Conduct formal stakeholder review
- B. Develop Target Architecture Description
- C. Create Architecture Definition Document
- D. Develop Baseline Architecture
- E. Resolve impacts across the Architecture Landscape

Answer: A (LEAVE A REPLY)

NEW QUESTION: 186

Which one of the following is an essential aspect of architecture governance?

- A. Controlling the implementation and deployment organizations
- B. Conducting Business Scenarios
- C. Authoring the Communications Plan for a given architecture project
- D. Authoring the Architecture Definition Document
- E. Ensuring the compliance of individual projects to the enterprise architecture

Answer: (SHOW ANSWER)

NEW QUESTION: 187

According to TOGAF, which of the following is a characteristic of a Foundation Architecture?

- A. It includes models for common high-level business functions, such as supply chain management
- B. It contains only solution building blocks
- C. It contains business functions and processes specific to a particular industry sector
- D. It includes a model of application components and application services software, including brokering

applications

E. It contains building blocks and their corresponding standards

Answer: (SHOW ANSWER)

NEW QUESTION: 188

Scenario

Please read this scenario prior to answering the Question

You are serving as an Enterprise Architect at a large aerospace company. It designs, manufactures and sells civil and military aviation products worldwide and manufactures in multiple countries both inside and outside of the European Union. The company has grown rapidly by acquisition and has inherited numerous different procurement processes and related IT systems.

Recently, several procurement processes, within the civil aviation business, have has problems related to the timing of purchases, which has led to excess inventory. The Vice President in charge of Supply Chain Management has made the decision to consolidate and reduce redundant procurement processes and systems.

He has committed to the CEO that the business will move to a "Just-in-time" procurement system so as to keep inventory costs low.

The TOGAF standard is used for internal Enterprise Architecture activities. At present, there are no architectural assets in the Architecture Repository related to this initiative. All assets will need to be acquired, customized, or created from scratch. The company prefers to implement commercial off the shelf package applications with little customization. The CIO, who is the project sponsor, has stated that she is not concerned about preserving the existing procurement processes or systems.

This project is using an iterative approach for executing the Architecture Development Method (ADM). The architecture development project has completed the Architecture Vision Phase and has started a number of iteration cycles to develop the Architecture. As a packaged application is being considered, the next iteration will include both the Business and Application Architectures.

Stakeholders concerns that should be addressed by these architectures include:

1. What groups of people should be involved in procurement-related business processes?
2. What applications will these groups use once the architecture development is complete?
3. What non-procurement applications will need to be integrated with the new procurement applications?
4. What are the dependences between the non-procurement and the new procurement applications?

Refer to the Scenario

[Note: You may need to refer to the Architectural Artifacts chapter, section 31.6 (located in Part IV) within the reference text in order to answer this question.] You have been asked to identify the most appropriate catalogs, matrices, and diagrams to support the next iteration of Architecture development.

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

A. You would describe the Target Business Architecture with a Business Interaction matrix, and a Business Service/Function catalog. You would describe the Target Application Architecture with an Application Communication diagram, an Application/Organization matrix, an Application Interaction matrix and an Interface catalog.

B. You would describe the Target Business Architecture with a Business Service/Function catalog, an Organization/Actor catalog, and Data Lifecycle diagrams. You would describe the Target Application Architecture with Application Communication diagrams, an Application Interaction matrix, and an Application Portfolio catalog.

C. You would describe the Baseline Business Architecture with an Organization/Actor catalog, and a Business Service/Function catalog, and a Data Entity/Business Function matrix. You would describe the Baseline Application Architecture with an Application Portfolio catalog and an Application/Function matrix.

D. You would describe the Baseline Business Architecture with a Baseline Business Process catalog, and an Object lifecycle catalog. You would describe the Baseline Application Architecture with an Interface catalog and a Technology Portfolio catalog.

Answer: ([SHOW ANSWER](#))

NEW QUESTION: 189

According to TOGAF, which of the following best describes the purpose of an Architecture Definition Document?

A. To act as a deliverable container for artifacts created during a project

B. To govern the architecture throughout its implementation process

C. To ensure that architecture information is communicated to the right stakeholders at the right time

D. To show progression of change from the Baseline Architecture to the Target Architecture

E. To provide a high-level view of the end architecture product

Answer: **A** ([LEAVE A REPLY](#))

NEW QUESTION: 190

In which of the following ADM Phases do building blocks become implementation-specific?

A. Phase C

B. Phase B

C. Phase A

D. Phase E

E. Phase D

Answer: ([SHOW ANSWER](#))

NEW QUESTION: 191

Scenario: Turbonix Enterprises

Please read this scenario prior to answering the question

Turbonix Enterprises specializes in the development of wind turbine blades for use in large-scale commercial wind energy production systems. Turbonix has manufacturing facilities located in Palm Springs, California, Omaha, Nebraska, and Winnipeg, Manitoba. Each of these plants supplies a different manufacturer that builds and sells complete systems. The turbine blades are custom engineered to meet each manufacturer's design specifications.

Until recently, most turbine blades were fabricated manually using molded fiber-reinforced plastics. However, recent improvements in composite materials, coupled with enhanced automated methods for precision

application of materials during the molding process, have led to significant reduction in weight, increase in strength, and greatly improved blade longevity. Turbonix has pioneered the development of a proprietary automated process for continuous extrusion of the turbine blades. Patents have been filed to protect the process, but certain trade secrets must be closely guarded.

Turbonix has a mature Enterprise Architecture organization that is supported by a cross-functional Architecture Review Board. The Chief Information Officer and the Chief Operating Officer co-sponsor the Enterprise Architecture program.

Turbonix has used TOGAF and its Architecture Development Method (ADM) to develop its automated manufacturing processes and systems that are used to design, manufacture, and test the blade assemblies. They have adapted their Enterprise Architecture to closely follow the TOGAF 9 framework. All of Turbonix's enterprise architects have been trained and certified on TOGAF 9. Recently, an architecture project was completed that defined a standard approach for controlling the Automated Test System that is used at each plant to perform final quality assurance tests on each completed blade assembly. The Manufacturing Architecture Board approved the plan for immediate implementation at each plant.

An Architecture Contract was developed that detailed the work needed to implement and deploy the new Automated Test System controller. The Chief Engineer, sponsor of the activity, has expressed concern that a uniform process be employed at each site to ensure consistency.

Refer to the Turbonix Enterprises Scenario

You are the Lead Architect for this activity.

You have been asked to recommend the best approach to adopt to address the Chief Engineer's concern. Based on TOGAF 9, which of the following is the best answer?

- A.** 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 Manufacturing Architecture Board and the implementation organization. You recommend that if a deviation from the contract is detected, the Manufacturing 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.
- 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 Manufacturing Architecture Board and the implementation organization. You recommend that if a deviation from the Architecture Contract is detected, the Manufacturing Architecture Board grant a dispensation ID allow the implementation organization the ability to customize the process to meet their local needs.
- C.** 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 Manufacturing Architecture Board and the implementation organization. You ensure that the Manufacturing 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 create an Architecture Contract to govern the implementation and migration process at each site. If the contract is issued to an external party, you ensure that it is a fully enforceable legal contract. You ensure that the contract addresses the project objectives, effectiveness metrics, acceptance criteria, and risk management. You then schedule compliance reviews at key points in the implementation process to ensure that the work is proceeding in accordance with the Architecture Definition. Based on the results, you ensure that the Manufacturing 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.

Answer: ([SHOW ANSWER](#))

Incorrect:

Not C: correct, but missing contract see 49.2.2..

Note:

* Dispensations A dispensation is used as the mechanism to request a change to the existing architectures, contracts, principles, etc. outside of normal operating parameters; e.g., exclude provision of service to a subsidiary, request for unusual service levels for specific business reasons, deploy non-standard technology or products to support specific business initiatives. Dispensations are granted for a given time period and set of identified services and operational criteria that must be enforced during the lifespan of the dispensation. Dispensations are not granted indefinitely, but are used as a mechanism to ensure that service levels and operational levels, etc. are met while providing a level flexibility in their implementation and timing. The timebound nature of dispensations ensures that they are a trigger to the Architecture Compliance activity.

NEW QUESTION: 192

Which of the following TOGAF components was created to enable architects to design architectures addressing Boundaryless Information Flow?

- A.** The TOGAF Technical Reference Model
- B.** The Integrated Information Infrastructure Model
- C.** The Enterprise Continuum
- D.** The Architecture Repository

Answer: **B** ([LEAVE A REPLY](#))

NEW QUESTION: 193

Complete the sentence. The TOGAF standard covers the development of four architecture domains.

Application, Data, _____.

- A.** Business and Technology
- B.** Information and Knowledge
- C.** Baseline and Transition
- D.** Vision and Requirements
- E.** Capability and Segment

Answer: **A** ([LEAVE A REPLY](#))

Explanation

Reference <https://pubs.opengroup.org/architecture/togaf9-doc/arch/chap06.html>

NEW QUESTION: 194

Which of the TOGAF architecture development phases is the first phase of an architecture development cycle, defines the scope for an engagement and identifies the stakeholders?

- A. Preliminary Phase
- B. Business Architecture
- C. Architecture Vision
- D. Technology Architecture
- E. Architecture Change Management

Answer: ([SHOW ANSWER](#))

NEW QUESTION: 195

Which one of the following is an objective of the Preliminary Phase of the ADM?

- A. To define the application systems for the Target Architecture
- B. To define the framework and methodologies to be used
- C. To define the Baseline Architecture for this cycle of the ADM
- D. To define and prioritise work packages
- E. To define the relevant stakeholders and their concerns

Answer: B ([LEAVE A REPLY](#))

NEW QUESTION: 196

Which phase of the ADM establishes a set of Principles?

- A. Preliminary Phase
- B. Phase A
- C. Phase D
- D. Phase G
- E. Phase H

Answer: A ([LEAVE A REPLY](#))

Section: Part 1

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NEW QUESTION: 197

Which ADM phase includes establishing the Architecture Capability and definition of Architecture Principles?

- A. Phase B: Business Architecture

- B. Preliminary Phase
- C. Phase A: Architecture Vision
- D. Phase F: Migration Planning
- E. Phase C: Data Architecture

Answer: (SHOW ANSWER)

Section: Part 1

Explanation

Explanation/Reference: <https://pubs.opengroup.org/architecture/togaf9-doc/arch/chap02.html>

NEW QUESTION: 198

What level of the Architecture Landscape provides a long-term summary view of the entire enterprise?

- A. Segment Architecture
- B. Strategic Architecture
- C. Capability Architecture
- D. Operational Architecture
- E. Tactical Architecture

Answer: (SHOW ANSWER)

NEW QUESTION: 199

Complete the sentence. The Integrated Information Infrastructure Reference Model (III-RM) is an example of a (n) _____ Architecture reference model

- A. Application
- B. Data
- C. Business
- D. Technology

Answer: A (LEAVE A REPLY)

NEW QUESTION: 200

According to TOGAF, which of the following best describes the classification of architectural change in the case where multiple server systems are being consolidated to a single system?

- A. A simplification change handled via change management techniques
- B. A re-architecting change that puts the whole architecture through an ADM cycle
- C. An incremental change handled via change management techniques
- D. A revision change of the enterprise architecture
- E. A bottom-up change to enhance operational capability

Answer: A (LEAVE A REPLY)

NEW QUESTION: 201

Which model within TOGAF is closely related to the concept of Boundaryless Information Flow?

- A. The Integrated Information Infrastructure Model

- B. The ARTS data model
- C. The Architecture Governance Framework
- D. The TOGAF Technical Reference Model
- E. The Enterprise Continuum

Answer: A ([LEAVE A REPLY](#))

NEW QUESTION: 202

Which of the following describes a purpose of an Architecture Compliance review?

- A. Identifying relationships between management frameworks
- B. Identifying stakeholders and their concerns
- C. Identifying the business transformation risks for an architecture project
- D. Identifying criteria for procurement activities
- E. Identifying work packages for inclusion in the Architecture Roadmap

Answer: ([SHOW ANSWER](#))

Explanation/Reference:

Reference:http://pubs.opengroup.org/architecture/togaf9-doc/arch/chap48.html#tag_48_03

NEW QUESTION: 203

Scenario:

Please read this scenario prior to answering the question

The ABC company 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.

The company 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 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.** 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.
- 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.** 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,

Answer: A (LEAVE A REPLY)

NEW QUESTION: 204

Scenario

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 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 for 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 informed about the status of downstream operations that could impact regulatory compliance. He also wants the corporate legal

staff and auditors to analyze all proposed new downstream operations to ensure that they are within the legal guidelines for each country. In addition, the local operating companies should be able to see that the architecture is appropriate for their needs.

The architecture project team has worked within the sponsor to complete a detailed Request for Architecture Work providing the high level project description. As the project commences the next phase, the necessary approvals from corporate and line management have been

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, 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 architectures to define groups of stakeholders who have common concerns. The concerns and relevant viewpoints should be defined for each group of stakeholders, and recorded in the Architecture Vision document.
- B.** 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.
- C.** 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.
- 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. A formal review should be held with the stakeholders to verify that their concerns have been properly addressed by the models.

Answer: A (LEAVE A REPLY)

NEW QUESTION: 205

Complete the sentence. The TOGAF risk categorization after the implementation of mitigating actions is known as the level of risk.

- A.** Critical
- B.** Initial
- C.** Intermediate
- D.** Residual
- E.** Unmitigated

Answer: D (LEAVE A REPLY)

Section: Part 1

NEW QUESTION: 206

Complete the sentence. All of the following are parts of the conceptual structure of the TOGAF

Architecture Governance Framework, except _____

- A. Content
- B. Repository
- C. Context
- D. Vision
- E. Process Flow Control

Answer: (SHOW ANSWER)

NEW QUESTION: 207

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 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.

B. 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.

C. 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.

D. 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.

Answer: A (LEAVE A REPLY)

NEW QUESTION: 208

Scenario:

Please read this scenario prior to answering the Question

You have been assigned the role of Lead Enterprise Architect for a manufacturing firm that specializes in musical instruments. The firm has been established for over 100 years, operating in North America for most of that time. In the last ten years, the firm has expanded into European markets and will soon establish a market in Latin America. A future expansion into the Asia Pacific region is also planned.

The firm is organized into several business units that each focus on manufacturing particular families of instruments such as brass, woodwind, and percussion. Each business unit has acquired other producers to expand its manufacturing capacity. This has resulted in a complex environment with a high diversity of business and manufacturing systems.

The Enterprise Architecture (EA) program within the firm has been functioning for several years. It has made significant progress in consolidating the technology portfolio and establishing key standards. The CIO and the COO are joint sponsors of the EA program. The EA program is mature, with an active Architecture Board and a well-defined architecture process and standard content templates based on the TOGAF 9 Architecture Content Framework. The EA process framework is well coordinated with the PMO, Systems Development, and Operations functions.

The firm has completed a strategic plan to reorganize its Sales & Marketing organization according to the four target geographic markets. One of the goals of this reorganization is to improve the ability of Marketing to collect more meaningful market analytics that will enable each sector to better address market needs with effective marketing campaigns and global product presence.

A Request for Architecture Work to address the goals of the reorganization has been approved. As the architecture team commences its work, the CIO has expressed concerns about whether the firm will be able to adapt to the proposed architecture and how to manage the associated risks.

Refer to the Scenario

You have been asked how to address the concerns of the CIO.

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

- A.** In Phase B, the team should create a set of views that will enable them to identify the factors that will influence the successful introduction of the architecture into the organization. There should then be an assessment of each factor on a maturity scale that will allow the team to gauge the urgency, readiness, and degree of difficulty to fix. These factors can then be used to assess the initial risks associated with the proposed architecture.
- B.** In Phase A the team should analyze their risk by completing an Implementation Factor Assessment and Deduction Matrix to identify the particular risks associated with the implementation and deployment. The matrix should include a list of factors to be considered, their descriptions, and constraints that should be taken into account. These factors can then used to assess the initial risks associated with the proposed architecture.
- C.** In Phase A, the team should use the Business Transformation Readiness Assessment technique to identify the factors that will influence the successful introduction of the architecture into the organization. The assessment should include determining the readiness rating for each factor based on a maturity scale that will allow the team to gauge the urgency, readiness, and degree of difficulty to fix. These factors can then used to assess the initial risks associated with the proposed architecture.
- D.** In Phase A, the team should conduct a Business Scenario to identify the stakeholders' concerns and the resulting retirements. Once the retirements have been identified, they can be assessed in terms of their risks. The risks should be evaluated in terms of how they could be avoided, transferred, or mitigated. Any risks that cannot be resolved should be identified as residual risks and their disposition should be decided by the Architecture Board.

Answer: C (LEAVE A REPLY)

This scenario is upon Request for Architecture Work, which kicks off the Phase A, the Architecture Vision. In this phase, risk should be considered, which is also the CIO's concern in this scenario. One of the approaches in TOGAF is the Business Transformation Readiness Assessment.

Incorrect:

Not B: Implementation Factor Assessment and Deduction Matrix is used for implementation & migration planning (not B).

NEW QUESTION: 209

Which of the following is a true statement about the TOGAF Technical Reference Model?

- A.** The Technical Reference Model should not be modified
- B.** The Technical Reference Model includes a set of graphical models and a corresponding taxonomy
- C.** The TOGAF Architecture Development Method mandates the use of the Technical Reference Model for large complex architecture projects

- D. The Technical Reference Model is an integral part of the TOGAF Architecture Development Method
- E. The Technical Reference Model provides a direct mapping to the Zachman Framework

Answer: B (LEAVE A REPLY)

NEW QUESTION: 210

Which of the following best completes the sentence? The Architecture Repository _____.

- A. is used to store different classes of architectural output created by the ADM
- B. is a categorisation mechanism for classifying architecture and solution artifacts
- C. is a detailed model of architectural work products, including deliverables and artifacts
- D. is an architecture of generic functions and services
- E. is a set of resources to help establish an architecture capability within an organization

Answer: A (LEAVE A REPLY)

Section: Part 1

NEW QUESTION: 211

Which one of the following statements about TOGAF Building Blocks is NOT true?

- A. They have defined boundaries
- B. They are packages of functionality intended to meet the business needs across the organization
- C. They should not be reused in other enterprise architecture projects
- D. They should have stable, published interfaces that allow other building block to interoperate with them

Answer: C (LEAVE A REPLY)

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NEW QUESTION: 212

Which of the following best describes the TOGAF classification in Phase H for a re-architecting change?

- A. A change driven by a requirement to increase investment in order to create new value for exploitation
- B. A change driven by a requirement to derive additional value from the existing investment
- C. A change driven by a requirement to re-align with the business strategy
- D. A change driven by a requirement to reduce costs
- E. A change driven by a requirement to reduce investment

Answer: A (LEAVE A REPLY)

NEW QUESTION: 213

What ADM Phase generates the initial complete version of the Architecture Roadmap?

- A. Phase A: Architecture Vision
- B. Phase E: Opportunities and Solutions
- C. Phase B: Business Architecture
- D. Phase D: Technology Architecture
- E. Phase F: Migration Planning

Answer: (SHOW ANSWER)

Explanation/Reference:

Reference: <https://pubs.opengroup.org/architecture/togaf9-doc/arch/chap12.html>

NEW QUESTION: 214

Which one of the following describes a purpose of an Architecture Compliance review?

- A. To define the capabilities of the organization
- B. To communicate the technical readiness of the project
- C. To evaluate the readiness of the organization to undergo change
- D. To produce a new Request for Architecture Work

Answer: B (LEAVE A REPLY)

Section: Part 2

NEW QUESTION: 215

Which part of the TOGAF document describes an overview of typical architecture deliverables?

- A. ADM Guidelines and Techniques
- B. Architecture Capability Framework
- C. Enterprise Continuum & Tools
- D. TOGAF Reference Models
- E. Architecture Content Framework

Answer: E (LEAVE A REPLY)

NEW QUESTION: 216

Which of the following does TOGAF provide as a set of reference materials for establishing an architecture function within an organization?

- A. Technical Reference Model
- B. Architecture Content Framework
- C. Architecture Development Method
- D. Architecture Capability Framework
- E. Integrated Information Infrastructure Reference Model

Answer: (SHOW ANSWER)

NEW QUESTION: 217

Complete the sentence by selecting the applicable pair of words. A/an _____ is used in Phase A to help identify and understand business _____ that the architecture has to address.

- A. activity model, perspective

- B. business scenario, requirements
- C. use case, interconnections
- D. architecture view, concerns
- E. business transformation readiness assessment, constraints

Answer: (SHOW ANSWER)

Section: Part 1

NEW QUESTION: 218

Which of the following best describes a purpose of the Gap Analysis technique?

- A. To guide decision making throughout the enterprise
- B. To highlight shortfalls between the baseline and target architectures
- C. To help identify and understand business requirements
- D. To mitigate risk when implementing an architecture project
- E. To catch errors in a project architecture early

Answer: B (LEAVE A REPLY)

NEW QUESTION: 219

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 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.
- B.** 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.
- C.** 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.
- D.** 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.

Answer: D (LEAVE A REPLY)

NEW QUESTION: 220

Which one of the following best describes the Architecture Vision document?

- A.** An agreement between development partners and the sponsor on architecture deliverables
- B.** A description of how the new capability will address stakeholder concerns
- C.** A description of the scope and approach for completion of the architecture project
- D.** A set of quantitative statements outlining requirements on the implementation
- E.** A set of rules and guidelines to support fulfilling the mission of the organization

Answer: (SHOW ANSWER)

Section: Part 1

NEW QUESTION: 221

Which part of the TOGAF standard provides a full description of each architecture phase?

- A. Architecture Capability Framework
- B. Architecture Development Method
- C. ADM Guidelines and Techniques
- D. Enterprise Continuum & Tools

Answer: B (LEAVE A REPLY)

Explanation/Reference:

Reference: <https://pubs.opengroup.org/architecture/togaf9-doc/arch/chap08.html>

NEW QUESTION: 222

Which phase of the ADM ensures that implementation projects conform to the defined architecture?

- A. Requirements Management
- B. Phase D
- C. Phase F
- D. Phase G
- E. Phase H

Answer: D (LEAVE A REPLY)

Section: Part 1

NEW QUESTION: 223

Which one of the following best describes the Architecture Vision document?

- A. A description of how the new capability will address stakeholder concerns
- B. A set of rules and guidelines to support fulfilling the mission of the organization
- C. A set of quantitative statements outlining requirements on the implementation
- D. A description of the scope and approach for completion of the architecture project
- E. An agreement between development partners and the sponsor on architecture deliverables

Answer: A (LEAVE A REPLY)

NEW QUESTION: 224

Which of the following is part of the Preliminary Phase?

- A. Creating the Architecture Vision deliverable
- B. Preparing a consolidated Gap Analysis
- C. Developing the Architecture Contract
- D. Defining a set of Architecture Principles

Answer: D (LEAVE A REPLY)

Explanation/Reference:

Reference: <http://pubs.opengroup.org/architecture/togaf91-doc/arch/chap06.html>

NEW QUESTION: 225

According to TOGAF, which of the following best describes Architecture Governance?

- A. A categorization mechanism for architecture and solution artifacts
- B. A framework for operational and change activity
- C. A method for designing an information system in terms of a set of building blocks
- D. The lifecycle management of information and related technology used by an organization
- E. The practice by which enterprise architectures are controlled at an enterprise-wide level

Answer: E (LEAVE A REPLY)

Section: Part 1

Explanation

NEW QUESTION: 226

Which one of the following best describes a primary use of the Architecture Vision document?

- A. A checklist for compliance reviews
- B. An evaluation tool to select vendors to conduct a proof of concept demonstration
- C. A tool for calculating detailed cost estimates
- D. A tool for project planning the implementation activities
- E. A tool for selling the benefits of the proposed capability to stakeholders

Answer: (SHOW ANSWER)

Explanation/Reference:

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NEW QUESTION: 227

Which part of the TOGAF document describes an overview of typical architecture deliverables?

- A. Architecture Capability Framework
- B. ADM Guidelines and Techniques
- C. TOGAF Reference Models
- D. Enterprise Continuum & Tools
- E. Architecture Content Framework

Answer: E (LEAVE A REPLY)

NEW QUESTION: 228

Complete the sentence. According to TOGAF, a view is used to describe how the _____ of a stakeholder are being met.

- A. concerns
- B. constraints

- C. interests
- D. perspective
- E. requirements

Answer: A (LEAVE A REPLY)

Section: Part 1

NEW QUESTION: 229

Which is the first step in the architecture development Phases B, C, and D?

- A. Conduct formal stakeholder review
- B. Perform gap analysis
- C. Resolve impacts across the Architecture Landscape
- D. Develop Baseline Architecture Description
- E. Select reference models, architecture viewpoints and tools

Answer: E (LEAVE A REPLY)

Section: Part 2

Explanation/Reference:

Reference: <https://pubs.opengroup.org/architecture/togaf9-doc/arch/chap04.html>

NEW QUESTION: 230

Which phase of the ADM establishes a set of Principles?

- A. Preliminary Phase
- B. Phase H
- C. Phase D
- D. Phase G
- E. Phase A

Answer: A (LEAVE A REPLY)

NEW QUESTION: 231

Complete the sentence. Capability-Based Planning is a technique that _____

- A. ensures timely solutions
- B. identifies services to be shared
- C. focuses on business outcomes
- D. ensures the application of business best practices
- E. ensures business information is communicated to the right people at the right time

Answer: (SHOW ANSWER)

Section: Part 2

Explanation

Explanation/Reference: <http://pubs.opengroup.org/architecture/togaf9-doc/m/chap28.html>

NEW QUESTION: 232

According to TOGAF, in which phase of the ADM should an initial assessment of business transformation readiness occur?

- A. Preliminary Phase
- B. Phase A
- C. Phase B
- D. Phase F
- E. Phase G

Answer: ([SHOW ANSWER](#))

Section: Part 1

NEW QUESTION: 233

Which ADM phase is responsible for assessing the performance of the architecture and making recommendations for change?

- A. Phase A
- B. Phase E
- C. Phase F
- D. Phase G
- E. Phase H

Answer: ([SHOW ANSWER](#))

Section: Part 1

NEW QUESTION: 234

Complete the sentence. During the implementation of an architecture, if the original Architecture Definition and requirements are not suitable, a _____ may be submitted to initiate further architecture work.

- A. Requirements Impact Analysis
- B. Statement of Architecture Work
- C. Capability Assessment
- D. Change Request

Answer: D ([LEAVE A REPLY](#))

NEW QUESTION: 235

Scenario:

Please read this scenario prior to answering the question

Your role is that of Lead Enterprise Architect working at the headquarters of a fast food chain. The chain manages over 7500 restaurants across 33 countries. Each restaurant in the chain is an independently owned and operated franchise.

Many of the restaurants still use the first generation IT systems deployed over 10 years ago. The Chief Operating Officer (COO) of the chain has stated his concerns about the inefficiencies of the current systems and identified the need to change. He has defined a new strategic vision that will enhance the business including providing its franchisees new support services to help them address the increasing competition from coffee shops. This is part of the long-term commitment to enhance the brand image and increase

revenue for the chain. He has also stated that he expects improved financial results by the end of the current fiscal year.

The changes will help provide the chain with improved products, including healthier alternatives in the menu, and more efficient operations. The addition of a corporate-wide data warehouse will provide analytics that will enable the marketing group to improve its ability to target advertising and new products to specific regions.

The chain has a mature Enterprise Architecture practice based in its headquarters and uses the TOGAF standard as the method and guiding framework. The CIO is the sponsor of the activity.

In planning this change, the Chief Architect engaged the services of a well-known consulting firm that specializes in business strategy. An initial study has been conducted to identify the strategic changes needed to implement the COO's vision. This recently completed with approval of a strategic architecture encompassing the entire chain, including detailed requirements and recommendations.

Based on the recommendation from the initial study, the decision has been taken for the chain to adopt a packaged suite of integrated application that is tailored to the needs of the franchise.

Refer to the scenario.

You have been asked by the Chief Architect to propose the best approach for architecture development to realize the COO's vision.

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

A. You propose that the target architecture is defined first by going through the architecture definition phases (B-D). This is because the initial study identified the need to change. This will ensure that the change can be defined in a structured manner and address the requirements needed to realize the vision.

B. You propose that the baseline Technology Architecture is defined first in order to assess current infrastructure capacity and capability. Then the focus should be on transition planning and architecture deployment. This will identify requirements to ensure that the projects are sequenced in an optimal fashion so as to realize the vision.

C. You propose that the target architecture is defined first, followed by transition planning. This is because the vision is well understood and the strategic architecture agreed. The target first approach will ensure that the current problems and inefficiencies of the baseline architecture are not carried forward, and that the proposed solution addresses the requirements identified in the initial study.

D. You propose that the focus be placed on architecture definition, with emphasis on understanding the strategic change parameters. The requirements, drivers, issues and constraints for this engagement can then be identified. You would ensure that the target architecture addresses not functional requirements so as to ensure the target architecture is robust and secure.

Answer: A (LEAVE A REPLY)

Section: Part 2

Explanation/Reference:

NEW QUESTION: 236

Scenario:

Please read this scenario prior to answering the question

The ABC company specializes in the development of wind turbine blades for use in large-scale commercial wind energy production systems. The company has manufacturing facilities located in Palm Springs, California, Omaha, Nebraska, and Winnipeg, Manitoba. Each of these plants supplies a different manufacturer that builds and sells complete systems. The turbine blades are custom engineered to meet each manufacturer's design specifications.

Until recently, most turbine blades were fabricated manually using molded fiber-reinforced plastics. However, recent improvements in composite materials, coupled with enhanced automated methods for precision application of materials during the molding process, have led to significant reduction in weight, increase in strength, and greatly improved blade longevity. The company has pioneered the development of a proprietary automated process for continuous extrusion of the turbine blades. Patents have been filed to protect the process, but certain trade secrets must be closely guarded.

The company has a mature Enterprise Architecture organization that is supported by a cross-functional Architecture Review Board. The Chief Information Officer and the Chief Operating Officer co-sponsor the Enterprise Architecture program.

The company has used TOGAF and its Architecture Development Method (ADM) to develop its automated manufacturing processes and systems that are used to design, manufacture, and test the blade assemblies. They have adapted their Enterprise Architecture to closely follow the TOGAF 9 framework. All of the company's enterprise architects have been trained and certified on TOGAF 9. Recently, an architecture project was completed that defined a standard approach for controlling the Automated Test System that is used at each plant to perform final quality assurance tests on each completed blade assembly. The Manufacturing Architecture Board approved the plan for immediate implementation at each plant. An Architecture Contract was developed that detailed the work needed to implement and deploy the new Automated Test System controller. The Chief Engineer, sponsor of the activity, has expressed concern that a uniform process be employed at each site to ensure consistency.

Refer to the Scenario

You are the Lead Architect for this activity.

You have been asked to recommend the best approach to adopt to address the Chief Engineer's concern. Based on TOGAF 9, which of the following is the best answer?

- A.** 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 Manufacturing Architecture Board and the implementation organization. You recommend that if a deviation from the contract is detected, the Manufacturing 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.
- 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 Manufacturing Architecture Board and the implementation organization.

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

C. 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 Manufacturing Architecture Board and the implementation organization.

You ensure that the Manufacturing 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 create an Architecture Contract to govern the implementation and migration process at each site. If the contract is issued to an external party, you ensure that it is a fully enforceable legal contract. You ensure that the contract addresses the project objectives, effectiveness metrics, acceptance criteria, and risk management. You then schedule compliance reviews at key points in the implementation process to ensure that the work is proceeding in accordance with the Architecture Definition. Based on the results, you ensure that the Manufacturing 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.

Answer: D (LEAVE A REPLY)

Explanation/Reference:

Incorrect:

Not C: correct, but missing contract see 49.2.2..

Note:

* Dispensations

A dispensation is used as the mechanism to request a change to the existing architectures, contracts, principles, etc. outside of normal operating parameters; e.g., exclude provision of service to a subsidiary, request for unusual service levels for specific business reasons, deploy non-standard technology or products to support specific business initiatives.

Dispensations are granted for a given time period and set of identified services and operational criteria that must be enforced during the lifespan of the dispensation. Dispensations are not granted indefinitely, but are used as a mechanism to ensure that service levels and operational levels, etc. are met while providing a level flexibility in their implementation and timing. The timebound nature of dispensations ensures that they are a trigger to the Architecture Compliance activity.

NEW QUESTION: 237

Which of the following architectures in the Architecture Continuum contains the most re-usable architecture elements?

- A.** Foundation Architectures
- B.** Industry Architectures
- C.** Organization-Specific Architectures
- D.** Common Systems Architectures

Answer: (SHOW ANSWER)

NEW QUESTION: 238

Which one of the following statements about the Requirements Management phase is true?

- A. The phase resolves the requirements that are fed into it from the other ADM phases
- B. All requirements fed into the phase are prioritized, and those of low priority are deferred until the next iteration of the ADM cycle
- C. The phase generates the requirements for a given ADM cycle using the Business Scenario technique
- D. The phase operates like a waiting room, and all requirements fed in to the phase must be resolved by the end of the current ADM cycle
- E. The phase manages the flow of requirements, storing them, and feeding them in and out of the relevant ADM phases

Answer: E (LEAVE A REPLY)

NEW QUESTION: 239

Scenario:

Please read this scenario prior to answering the Question

You are serving as the Lead Architect for the enterprise architecture team at the prime contractor for the Dreadnought Unmanned Aircraft System program.

Over the course of this contract, the company has grown rapidly by acquisition and has inherited numerous different procurement processes and related IT systems. The decision has been made to consolidate and reduce redundant procurement processes and systems. The CEO has announced that the company will seek to leverage higher volume discounts and lower related IT support costs by instituting a preferred supplier program.

TOGAF 9 Is used for internal Enterprise Architecture activities, with an iterative approach for executing Architecture Development Method (ADM) projects.

At present, there are no particularly useful architectural assets related to this initiative, so all assets need to be acquired and customized or created from scratch. The company prefers to implement commercial off the shelf package applications with little customization. The CIO, who is the project sponsor, has stated that she is not concerned about preserving existing processes or systems.

The architect-re development project has put in place Its Architecture Capability for this project and has started a number of iteration cycles to develop the Architecture. Some tasks to address concerns related to the Business Architecture have been completed. The next immediate task is to address the Information Systems Architectures.

The Information Systems Architectures must address stakeholder concerns such as:

1. Which procurement-related business processes are supported by zero, one, or many existing applications?
2. What non-procurement applications will need to be integrated with any new procurement applications?
3. What data will need to be shared?

Refer to the Scenario

[Note: You may need to refer to TOGAF 9 Chapter 35 in order to answer this question.] You have been asked to identify the most appropriate catalogs, matrices, and diagrams for this situation.

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

- A.** In the early iterations of Architecture development, you would describe the Baseline Application Architecture with a System/Function matrix, and describe the Baseline Data Architecture using a Data Entity/Data Component catalog. In the later Iterations of the Architecture Definition, you would describe the Target Application Architecture using Application Communication diagrams and an Application Interaction matrix, and describe the Target Data Architecture with a System/Data matrix.
- B.** In the early iterations of Architecture development, you would describe the Target Application Architecture with Application Communication diagrams and an Application Interaction matrix, and describe the Target Data Architecture with a System/Data matrix. In the later iterations of Architecture development, you would describe the Baseline Application Architecture with an Application and User Location diagram and a System/Function matrix, and describe the Baseline Data Architecture with a Data Entity/Data Component catalog.
- C.** In the early iterations of Architecture development, you would describe the Target Application Architecture with Application Communication diagrams and an Application Interaction matrix, and describe the Target Data Architecture with a Data Entity/Business Function matrix and a System/Data matrix. In the later iterations of Architecture development, you would describe the Baseline Application Architecture with a System/Function matrix, and describe the Baseline Data Architecture with a Data Entity/Data Component catalog.
- D.** In the early iterations of Architecture development, you would describe the Baseline Application Architecture with a Technology Portfolio catalog, and describe the Baseline Data Architecture with a Data diagram. In the later iterations of Architecture development, you would describe the Target Application Architecture with a System/Technology matrix, and describe the Target Data Architecture with a Data Dissemination diagram.

Answer: C (LEAVE A REPLY)

In this the company prefers to implement commercial off the shelf package application with little customization and not concerned about preserving existing processes or systems.

NEW QUESTION: 240

Which of the following best describes the class of information known as the Reference Library within the Architecture Repository?

- A.** Guidelines and templates used to create new architectures
- B.** Processes to support governance of the Architecture Repository
- C.** A description of the organization specific architecture framework and method
- D.** A record of the governance activity across the enterprise
- E.** Specifications to which architectures must conform

Answer: A (LEAVE A REPLY)

NEW QUESTION: 241

According to TOGAF, which of the following types of architecture has major characteristics that include open system standards and general building blocks?

- A. Organization-Specific Architecture
- B. Foundation Architecture
- C. Industry Architecture
- D. Common Systems Architecture

Answer: B (LEAVE A REPLY)

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NEW QUESTION: 242

Complete the sentence. In the TOGAF Architecture Content Framework, an artifact that is a list of things is known as a _____.

- A. building blocks
- B. matrix
- C. catalog
- D. deliverable
- E. diagram

Answer: C (LEAVE A REPLY)

Section: Part 2

Explanation/Reference: <https://pubs.opengroup.org/architecture/togaf9-doc/arch/chap02.html>

NEW QUESTION: 243

Which of the following describes the TOGAF classification in Phase H for a simplification change?

- A. A change driven by a requirement to derive additional value from the existing investment
- B. A change driven by a requirement to re-align with the business strategy
- C. A change driven by a requirement to simplify communication between stakeholders
- D. A change driven by a requirement to increase investment in order to create new value for exploitation
- E. A change driven by a requirement to reduce investment

Answer: E (LEAVE A REPLY)

NEW QUESTION: 244

Scenario:

Please read this scenario prior to answering the Question

You are the Lead Architect for a firm that manufactures ball bearings used in industrial equipment applications.

They have manufacturing operations in several cities in the United States, Germany, and the United Kingdom.

The firm has traditionally allowed each manufacturing plant to drive its own production planning systems. Each plant has its own custom Materials Requirements Planning, Master Production Scheduling, Bill of Materials, and Shop Floor Control systems.

"Just In Time" manufacturing techniques are used to minimize wastes caused by excessive inventory and work in process. The increasingly competitive business environment has compelled the firm to improve its business capability to be more responsive to the needs of industrial customers. To support this capability, the firm has decided to implement an Enterprise Resource Planning (ERP) solution that will enable it to better coordinate its manufacturing capacity to match the demands for its products across all plants. In addition, there are also new European regulations coming into force to which their manufacturing processes must conform in the next six months.

As part of the implementation process, the Enterprise Architecture (EA) department has begun to implement an architecture process based on TOGAF 9. The CIO is the sponsor of the activity. The Chief Architect has directed that the program should include formal modeling using the Architecture Content Framework and the TOGAF Content Metamodel. This will enable support for the architecture tooling that the firm uses for its EA program.

The Chief Architect has stated that in order to model the complex manufacturing process it will be necessary to model processes that are event-driven. Also, in order to consolidate applications across several data centers it will be necessary to model the location of IT assets. In particular, the end goal is to have the single ERP application running in a single data center.

Currently the project is in the Preliminary Phase, and the architects are tailoring the Architecture Development Method (ADM) and Architecture Content Framework to fit into the corporate environment.

Refer to the Scenario

You have been asked to recommend a response to the Chief Architect's request to tailor the TOGAF Content Metamodel.

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

A. You recommend that the architecture team incorporate the Process Modeling and Infrastructure Consolidation extensions into their tailored Content Metamodel. As the environment is process-centric this will enable them to model the manufacturing processes and store information to support regulatory compliance. It also includes views useful for managing the consolidation of applications into a single data center.

B. You recommend that the architecture team incorporate the Process Modeling and Governance extensions into their tailored Content Metamodel. This is suitable as this is a significant IT change that will impact its operational models. This will ensure that they include specific entities and attributes that will allow them to model the event-driven nature of the manufacturing processes more precisely.

C. You recommend that the architecture team incorporates the Governance and Motivation Extensions into their tailored Content Metamodel. This would allow modeling of the target milestones they want to achieve

with this consolidation of application to a single data center. These extensions will also enable demonstration of regulatory compliance for the manufacturing process.

D. You recommend that the architecture team incorporates the Data and Services Extensions into their tailored Content Metamodel. This would allow modeling of the location of IT assets and ensure regulatory compliance for the manufacturing process. It will also allow for identification of redundant duplication of capability which will be needed for a successful consolidation to a single data center.

Answer: [\(SHOW ANSWER\)](#)

Section: Part 2

Explanation/Reference:

NEW QUESTION: 245

Complete the sentence. According to TOGAF, a view is used to describe how the _____ of a stakeholder are being met.

- A.** interests
- B.** requirements
- C.** perspective
- D.** concerns
- E.** constraints

Answer: D [\(LEAVE A REPLY\)](#)

NEW QUESTION: 246

Scenario:

Please read this scenario prior to answering the Question

You have been assigned the role of Chief Enterprise Architect within a leading North American information technology services company. The company has a number of service portfolios including infrastructure, applications, business process outsourcing, accounting, and financial services.

With numerous practice areas and a multitude of diverse engagements underway at any given time, overall engagement management within the company has become challenging. The company does not want to risk its outstanding reputation or its international certifications and CMM ratings.

The Chief Executive Officer and Chief Information Officer have co-sponsored the creation of an Enterprise Architecture prog-am based on TOGAF 9. An Architecture Board has been formed comprised of IT staff executives and executives from the major practice areas.

The Enterprise Architecture team has been working with the Strategic Planning team to create a strategic enterprise architecture to address these issues. The team has defined a framework and held workshops with key stakeholders to define a set of architecture principles to govern the architecture work. They have completed an Architecture Vision at a strategic level and laid out Architecture Definitions for the four domains. They have set out an ambitious vision of the future of the company over a five-year period. This includes a solution architecture including three distinct transformations.

The CIO has made it clear that prior to the approval of the detailed Implementation and Migration plan, the EA team will need to assess the risks associated with the proposed architecture. He has received concerns from some of the senior partners that the proposed architecture may be too ambitious and they

are not sure it can produce sufficient value to warrant the attendant risks.

Refer to the Scenario

You have been asked to recommend an approach to satisfy these concerns.

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

A. You recommend that before preparing the detailed Implementation and Migration plan, the EA team should review and consolidate the gap analysis results from Phases B to D to understand the transformations that are required to achieve the proposed Target Architecture. The EA team should assess the readiness of the organization to undergo change. Once the Solution Architecture has been assembled, it should be analyzed using a state evolution table to determine the Transition Architectures.

B. You recommend that the EA team should gather information about potential solutions from the appropriate sources. Once the Solution Architecture has been assembled, it should be analyzed using a state evolution table to determine the Transition Architectures. A value realization process should then be established to ensure that the concerns raised are addressed.

C. You recommend that the EA team apply an interoperability analysis to evaluate any potential issues across the Solution Architecture. This should include the development of a matrix showing the interoperability retirements. Once all of the concerns have been resolved, the EA team should finalize the Architecture Roadmap and the Implementation and Migration Plan.

D. You recommend that the EA team apply the Business Transformation Readiness Assessment technique which will allow the risks associated with the transformations to be identified and mitigated for, it will also identify improvement actions to be worked into the Implementation and Migration Plan. A Business Value Assessment should be used to determine the business value and associated risks for the transformation.

Answer: C (LEAVE A REPLY)

NEW QUESTION: 247

Which one of the following is defined by TOGAF as: the fundamental organization of a system embodied in its components, their relationship to each other, and the principles guiding its design and evolution?

A. Metamodel

B. Ontology

C. Model

D. Pattern

E. Architecture

Answer: E (LEAVE A REPLY)

NEW QUESTION: 248

Complete the sentence. Two of the four architecture domains that are subsets of an overall Enterprise Architecture are Business and Technology, the other two are Application and _____

A. Transition

B. Capability

C. Vision

D. Segment

E. Data

Answer: E ([LEAVE A REPLY](#))

NEW QUESTION: 249

Which of the following is NOT an objective for Phase B, Business Architecture?

A. Developing the Target Business Architecture

B. Defining the Strategic Business Plan

C. Selecting relevant viewpoints for key stakeholders

D. Describing the Baseline Business Architecture

Answer: ([SHOW ANSWER](#))

NEW QUESTION: 250

Which of the following best describes the need for the ADM process to be governed?

A. To build a top-down, all-inclusive architecture description

B. To enable development of reference architectures

C. To verify that the method is being applied correctly

D. To enable a fast response to market changes

E. To permit the architecture domains to be integrated

Answer: C ([LEAVE A REPLY](#))

NEW QUESTION: 251

Complete the sentence. The key purpose of Gap Analysis is to _____.

A. determine the required service levels for the architecture

B. validate nonfunctional requirements

C. identify potential missing or overlapping functions

D. establish quality parameters for the architecture

E. identify commercial building blocks to be purchased

Answer: C ([LEAVE A REPLY](#))

NEW QUESTION: 252

Complete the sentence. According to TOGAF, all the following are responsibilities of an Architecture Board, except _____.

A. Allocating resources for architecture projects

B. Enforcing Architecture Compliance

C. Production of governance materials

D. Improving the maturity of the organization's architecture discipline

E. Decision making for changes in the architecture

Answer: A ([LEAVE A REPLY](#))

NEW QUESTION: 253

Which of the following is defined by TOGAF as a representation of a system from the perspective of a related set of concerns?

- A. Architecture Building Block
- B. Capability Architecture
- C. Statement of Work
- D. View
- E. Viewpoint

Answer: D (LEAVE A REPLY)

Section: Part 1

NEW QUESTION: 254

Which section of the TOGAF template for Architecture Principles should describe situations where one principle would be given precedence over another?

- A. Trade-offs
- B. Name
- C. Implications
- D. Rationale
- E. Statement

Answer: D (LEAVE A REPLY)

NEW QUESTION: 255

TOGAF Part VII, Architecture Capability Framework recommends use of an ADM cycle for establishing an architecture practice. In this scenario, which architecture would describe the organizational structure for the architecture practice?

- A. Business Architecture
- B. Data Architecture
- C. Technology Architecture
- D. Application Architecture

Answer: A (LEAVE A REPLY)

NEW QUESTION: 256

Which one of the following is an essential aspect of architecture governance?

- A. Authoring the Architecture Definition Document
- B. Ensuring the compliance of individual projects to the enterprise architecture
- C. Controlling the implementation and deployment organizations
- D. Authoring the Communications Plan for a given architecture project
- E. Conducting Business Scenarios

Answer: B (LEAVE A REPLY)

Section: Part 2

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NEW QUESTION: 257

In the Preliminary Phase, which of the following drives the requirements and performance metrics when scoping the enterprise architecture work?

- A. Architecture governance
- B. Business imperatives
- C. Solution architecture
- D. Service level agreements
- E. Time horizon

Answer: B (LEAVE A REPLY)

Section: Part 2

NEW QUESTION: 258

According to TOGAF, which of the following is the usual approach for developing the Baseline Business Architecture if no architecture or few architecture assets exist?

- A. Refactoring
- B. Envisioning
- C. Bottom up
- D. Extensive
- E. Top down

Answer: C (LEAVE A REPLY)

NEW QUESTION: 259

Scenario:

Please read this scenario prior to answering the question

The ABC company is the prime contractor for the Telesto Unmanned Spacecraft program. Over the course of this contract, the company has grown rapidly by acquisition and has inherited numerous different procurement processes and related IT systems. The company is moving aggressively to consolidate and reduce redundant procurement processes and systems. The CEO has announced that the company will seek to leverage higher volume discounts and lower related IT support costs by instituting a preferred supplier program.

To achieve this goal, the company needs to define Baseline and Target Architectures. These architectures must address key stakeholders' concerns such as:

1. What groups of people should be involved in procurement-related business processes?
2. What current applications do those groups use?

3. Which procurement-related business processes are supported by zero, one, or many existing applications?

4. What are the overall lifetimes of the Request for Proposal and Purchase Order business objects? What non-procurement applications will need to be integrated with any new procurement applications?

5. What data will need to be shared?

At present, there are no particularly useful architectural assets related to this initiative, so all assets need to be acquired and customized or created from scratch. The company prefers to implement existing package applications from systems vendors with little customization.

The architecture development project has just completed its Architecture Context iteration cycle and is about to begin the Architecture Definition iteration cycle. The company is using TOGAF for its internal Enterprise Architecture activities. It uses an iterative approach for executing Architecture Development Method (ADM) projects.

The architecture development project has just completed its Architecture Context iteration cycle and is about to begin the Architecture Definition iteration cycle.

Refer to the Scenario.

You are serving as the Lead Architect.

You have been asked to identify the most appropriate architecture viewpoints for this situation.

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

A. In the early iterations of the Architecture Definition:

Describe the Baseline Business Architecture with an Organization/Actor catalog

Describe the Baseline Application Architecture with a System/Function matrix

Describe the Baseline Data Architecture using a Data Entity/Data Component catalog

In the later iterations of the Architecture Definition:

Describe the Target Business Architecture with an Organization/Actor catalog

Describe the Target Application Architecture using Application Communication diagrams and an Application Interaction matrix

Describe the Target Data Architecture with a System/Data matrix

B. In the early iterations of the Architecture Definition:

Describe the Target Business Architecture with a Business Service/Function catalog and an Organization/Actor catalog

Describe the key business objects with Data Lifecycle diagrams

Describe the Target Application Architecture with Application Communication diagrams and an Application Interaction matrix

Describe the Target Data Architecture with a System/Data matrix

In the later iterations of the Architecture Definition:

Describe the Baseline Business Architecture with a Business Service/Function catalog and a Business Interaction matrix

Describe the Baseline Application Architecture with an Application and User Location diagram and

a System/Function matrix

Describe the Baseline Data Architecture with a Data Entity/Data Component catalog

▪
C. In the early iterations of the Architecture Definition:

Describe the Target Business Architecture with a Business Service/Function catalog and a Business Interaction matrix

Describe the key business objects with Product Lifecycle diagrams

▪
Describe the Target Application Architecture with Application Communication diagrams and an Application Interaction matrix

Describe the Target Data Architecture with a Data Entity/business Function matrix and a System/Data matrix

In the later iterations of the Architecture Definition:

Describe the Baseline Business Architecture with a Business Service/Function catalog and a Business Interaction matrix

Describe the Baseline Application Architecture with a System/Organization matrix and a System/function matrix

Describe the Baseline Data Architecture with a Data Entity/Data Component catalog

▪
D. In the early iterations of the Architecture Definition:

Describe the Baseline Business Architecture with a Baseline Business Process catalog

Describe the Baseline Application Architecture with a Technology Portfolio catalog

Describe the Baseline Data Architecture with a Data diagram

▪
In the later iterations of the Architecture Definition:

Describe the Target Business Architecture with an Actor/Process/Data catalog

Describe the Target Application Architecture with a System/Technology matrix

Describe the Target Data Architecture with a Data Dissemination diagram

▪
Answer: (SHOW ANSWER)

NEW QUESTION: 260

According to TOGAF, which of the following best describes the classification of architectural change in the case where multiple server systems are being consolidated to a single system?

A. A bottom-up change to enhance operational capability

B. An incremental change handled via change management techniques

C. A re-architecting change that puts the whole architecture through an ADM cycle

D. A revision change of the enterprise architecture

E. A simplification change handled via change management techniques

Answer: E (LEAVE A REPLY)

Section: Part 1

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