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TOGAF 9 Part 2

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QUESTION 1

Scenario

Please read this scenario prior to answering the question

You have been assigned the role of Lead Enterprise Architect for a firm that is a major OEM parts supplier to the auto industry. Europe has been the primary market for its products, with just 20% of its output being exported to North America. The firm is planning to expand its exports to North America and also to establish sales in South America and the Asia Pacific region. This will enable them to better ride out recessions in key markets such as Europe. It will also enable the firm to exploit the auto industry move to global platforms.

The firm is organized into business units with each addressing different auto industry sectors. Each business unit has acquired other procedures to expand its manufacturing capacity. This has resulted 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 Architecture Content Framework. The EA program is well coordinated with Project Management Office, Systems Development, and Operations functions.

The firm has completed a strategic plan to reorganize its Sales and Marketing organization according to the 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 change 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 the TOGAF standard, 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. 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 project.

B. In Phase B, the team should create a set of views that will enable them to identify the factors that will influence the successful reorganization. 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 project.

C. In Phase A, the team should conduct a Business Scenario to describe the business problem, identify the stakeholders\' and the resulting retirements. 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 A, the team should evaluate the organization\\\'s readiness to undergo change. This will identify the factors

that will influence the reorganization. This should include 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 project.

Correct Answer: C

QUESTION 2

Scenario: Global Mobile 1

Please read this scenario prior to answering the question

Global Mobile is a mobile telecommunications company formed through a series of mergers and acquisitions. They are yet to fully integrate the customer service systems for the most recent acquisitions, and as result, customer service has been a major concern for the Chief Technology Officer.

Results for the last two quarters have shown that Average Revenue Per User (ARPU) and the customer retention (Churn) rate have fallen below the industry average. The Corporate Marketing group has published some new findings about customer satisfaction. The customers appear to be switching to Air Light, a competitor, because of superior customer service. Global Mobile actually has better coverage in nearly all markets than Air Light, and good roaming agreements that keep rates low for business travelers. But, customer satisfaction has remained low.

The Business Strategy group and the Enterprise Architecture group have conducted a high-level project to develop the enterprise-wide strategic plan. They have developed a business scenario which contains a good conceptual model of what needs to be done, and also identifies the key requirements. This was used in preparing the proposal presented to the Executive Council and the Corporate Board.

The planning for the program has been underway for several months. Global Mobile has selected TOGAF 9 as the basis for its Enterprise Architecture.

The Corporate Board has approved funding for a multi-million Euro conversion to transition to a packaged Customer Service System. It is anticipated that the overall program will take five years to complete, but there are some tactical projects that can commence immediately to address the situation. The Corporate Board has placed one additional major constraint on the program. In addition to achieving the business outcomes directly related to improving overall customer service within each business unit, the Corporate Board expects the Target Architecture to produce an additional saving of at least 30% over current operating costs through energy efficiency initiatives, virtualization of servers and workstations, and expanded telecommuting and desk-sharing. This Green initiative is intended to become a model for future investments at all company facilities worldwide.

Refer to Global Mobile scenario

You have been engaged as a consultant to advise the Chief Architect on the best ways to approach to the implementation planning activities for this significant business transformation.

Based on TOGAF 9, which of the following is the best answer? (Is this the right answers to choose?)

A. You recommend using conventional implementation planning techniques. The horizontal scope of the Green initiative would make the Capability-Based Planning approach used in the organization\\'s TOGAF-based Enterprise Architecture framework difficult to manage and govern. This approach to planning was better applied within the vertical scope of a business unit.

B. You recommend that the implementtation planning activies be conducted using Capability-Based Planning. This is appropriate because the Green initiative is an enterprise-wide plan with a horizontal scope. Its metrics are aggregated at the enterprise level. It is crucial to gain business unit support and cooperation to achieve the broader business outcomes which will benefit all.

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C. The Capability-Based Planning approach used in the organization\'s TOGAF-based Enterprise Architecture framework is focused on business outcomes. The Green initiative is an infrastructure program that is technical in nature; therefore, it would not be appropriate to use the Capability-Based Planning approach. Instead, the Global Mobile systems development lifecycle approach should be utilized to develop the Solution Architecture.

D. You recommend using conventional implementation planning techniques. The Capability-Based Planning approach is normally only used in public sector, defense-related programs. This approach is not appropriate for a private sector company.

Correct Answer: B

QUESTION 3

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.

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Refer to the Scenario

You have been asked to recommend an approach that would enable the development of an architecture

that addresses the needs of the Governing Board, legal staff, auditors and the research organization.

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

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

B. You recommend that a special report be created for those groups that have sufficient power and level of interest. This report should summarize the key features of the architecture with respect to the particular location. Each of these reports should reflect the stakeholders1 requirements.

C. You recommend that a set of models be created for each project architecture that can be used to ensure that the system will be compliant with the local regulations. Stakeholders should then view the models to verify that their concerns have been properly addressed.

D. You recommend that a stakeholder map be developed. This will allow the architects to define groups of stakeholders that share common concerns. A set of views should be defined to address the concerns for each group of stakeholders. Architecture models should then be created for each view to address the stakeholders\\' concerns.

Correct Answer: D

QUESTION 4

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 financials, 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.

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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.

Correct Answer: D

QUESTION 5

Scenario: Rollins Manufacturing

Please read this scenario prior to answering the question

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

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

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

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

Refer to the Rollins Manufacturing Scenario:

You are serving as the Lead Enterprise Architect for the Common ERP Deployment architecture project.

One of the earliest initiatives in the Enterprise Architecture program at Rollins 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 Rollins 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. Common-use Applications, Data is Shared, Data is Accessible, Data is Secure, Interoperability, Control Technical Diversity.

B. Business Continuity, Service-orientation, Data is Accessible, Data is Secure, Responsive Change Management.

C. Maximize Benefit to the Enterprise, Business Continuity, Common-use Applications, Data is Shared, Data is Accessible, Data is Secure.

D. Information Management is Everybody\\'s Business, IT Responsibility, Data Trustee, Technology Independence, Responsive Change Management.

Correct Answer: C

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