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**Exam** : **OG0-092**

**Title** : TOGAF 9 Part 2

**Vendor** : The Open Group

**Version** : DEMO

### **NO.1** Scenario: MegaMart

Case Study Title (Case Study):

MegaMart is a Retail Chain which has expanded throughout India and the Far East.

The CEO and CIO decide that there is a crying need to put an Enterprise Architecture in place to realize MegaMart's strategy to expand its revenue and diversify. The CIO has evaluated and decided to go in for TOGAF9 and adapt it to his enterprise requirements.

The Preliminary and Vision Phase have been completed.

As such very few architectural artifacts exist and the target architecture as of now is not very clear. As the Lead Architect how would you guide your team of architects for the Business Architecture definition?

**A.** In the first iteration start with the definition of the Target Business Architecture using a Top down Approach. Then keep on iterating in Phase B till the Target Business Architecture is refined before going to Phase C and Phase D. After Phase C and Phase D are over, iterate again to Phase B and define the baseline Business Architecture, analyze the gaps finalize the Architecture Definitions documents and proceed to Phase C and Phase D.

**B.** In the first iteration start with the definition of the Target Business Architecture using a Top Down approach. Define the Architecture Definition document after analyzing the impacts and reviewing with the stakeholders proceed to Phase C and Phase D. In the next iteration finalize the Baseline Business Architecture, determine the gaps and the roadmap, and the impact and update the Architecture Definition document. After analyzing the impacts and reviewing with the stakeholders. Then proceed with the iteration.

**C.** In the first iteration start with the definition of the Baseline Business Architecture using a Top Down approach. Define the Architecture Definition document after analyzing the impacts and reviewing with the stakeholders. Then proceed to Phase C and Phase D. In the next iteration finalize the Target Business Architecture and proceed to Phase C and Phase D.

**D.** In the first iteration start with the definition of the Baseline Business Architecture using a Bottom Up approach. Define the Architecture Definition document after analyzing the impacts and reviewing with the stakeholders. Proceed to Phase C and Phase D. In the next iteration finalize the Target Business Architecture, determine the gaps and the roadmap, and the impact and update the Architecture Definition document. After analyzing the impacts and reviewing with the stakeholders. Then proceed with the iteration.

**Answer:** A

### **NO.2** 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 photovoltaic technologies for use in large-scale solar power farms. The company has three manufacturing facilities, two in the United States, and one in Southern France. Each of these facilities supplies a different manufacturer that assembles and sells complete systems. The solar panels and photovoltaic arrays are custom engineered to meet each manufacturer's design specifications.

A challenge that the solar power industry has faced is the efficiency of energy conversion. When a conventional solar panel overheats, it becomes inefficient and generates less energy. In response to this, the research arm of the company has pioneered the development of a new solar panel design that will produce up to 50% more energy than standard solar panels when operating at elevated temperatures. This will allow the production of significantly more useable energy per square meter

than from standard solar technology. This new design is ready to go into production.

The company has a mature Enterprise Architecture practice that is supported by a cross-functional Architecture Board. TOGAF 9 is used for developing the automated manufacturing process and systems used to design, manufacture and test the solar power technologies they produce. The Chief Information Officer and the Chief Operating Officer co-sponsor the Enterprise Architecture program. As part of putting the new solar panel design into production, a pilot architecture project at a single location has defined an updated standard approach for controlling the automated test systems used to perform final quality assurance. The Chief Engineer, sponsor of the activity, and the Architecture Board have approved the plan for immediate implementation at each plant.

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

The Lead Enterprise Architect has asked you to recommend the best approach to address the Chief Engineer's concern.

Based on TOGAF, 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. 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 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 solar panel 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.

**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:** D

**NO.3** McKinley Rockets is an enterprise that employs 20,000 men and women in five countries: UK, Italy, France, Spain and the Netherlands and its mission is to guarantee access to space offering space transportation, launch and management of satellite systems at low cost.

A TOGAF 9 mature Enterprise Architecture program is already established within the enterprise.

McKinley Rockets strategy is to leverage in the USA shortage of satellite launches availability - that NASA created because of the Shuttle program shutdown - by acquiring an important merican space agency. This will ultimately allow McKinley Rockets to offer its services to the US market. The new acquired company NovaSpace is very successful but with outdated satellite monitoring systems. The CIO is sponsoring an activity to extend the McKinley Rockets' satellite monitoring applications to include the NovaSpace's satellites flock.

A task force of enterprise architects prepared an Architecture Vision and secured the approval. The Architecture Board decided to approve the vision, provided that the Design Definition Document is presented for review at phase D conclusion.

Refer to the scenario above

The Chief Architect asked you as Lead Integration Architect to use TOGAF 9 to recommend the best approach to design the Full Architecture and present it to the Architecture Board.

Identify the best answer accordingly to the TOGAF 9 guidelines.

Choose one of the following answers

**A.** You start with the Business Architecture and then address Data, Application and Technology domains.

For every domain you select the relevant reference models, viewpoints, and tools. You develop a Baseline and Target Architecture. Then perform Gap Analysis, assess the roadmap impacts and finally update the Architecture Definition Document.

**B.** You start with the Business Architecture and then address Technology, Application and Data domains.

For every domain you select the relevant reference models, viewpoints, and tools. You develop a Target and Baseline Architecture Descriptions. Then perform Gap Analysis, resolve impacts across the Architecture Landscape and update the roadmap. Finally update the Architecture Definition Document.

**C.** You start with the Business Architecture and then address Data, Application and Technology domains.

You then Confirm management framework interactions for the Implementation and Migration Plan, Prioritize the migration projects through the conduct of a cost/benefit assessment and risk validation. Then perform GapAnalysis and update the Architecture Definition Document.

**D.** You start with the Business Architecture and then address Data, Application and Technology domains.

For every domain you develop a Baseline and Target Architecture. Then perform Gap Analysis and update the Architecture Definition Document.

**Answer:** A

**NO.4** Scenario: Marona Inc.

Marona Inc is a Fortune 500 Enterprise in the retail industry with retail store components

manufacturing units and marketing outlets spanning the globe and having an annual turnover of 20 billion\$ with more than 100,000 employees world wide.

The CEO, CIO and the stakeholders of the ongoing EA projects are concerned about rising costs and as one measure want to do an investigation into the operational aspects of the realized Enterprise Architecture using TOGAF9.

The CIO approaches you as the Lead Enterprise Architect to carry out this exercise the stakeholder had voiced to him the following concerns:

They want to analyze the roles of the top management for each revenue earning service. Moreover, many of the HR related critical Search application component have become extremely slow. This needs to be diagnosed and rectified. Moreover there is no proper tracking of revenue from retail store component products over time.

There has also been a lot of unauthorized or unwanted access to many of the critical information. Hence the mode of access needs to be strengthened and made much more secure. Another additional concern is the new launches and the progress of each of the launches over time.

Determine which of the following set of viewpoints are most appropriate to analyze and view in order to address this concern of the stakeholders.

**A.** (i) System/Functions Catalog(ii) System/Technology Matrix(iii) Goal/Objective/Service Diagram(iv) Product Life Cycle Diagram(v) Data Security Diagram

**B.** (i) Location Catalog(ii) Service/Function Catalog(iii) Data Entity/Business Function Matrix(iv) Application Communication Diagram

**C.** (i) Goal/Objective/Service Diagram(ii) Contract Measure Catalog(iii) Data Dissemination Diagram(iv) Application Communication Diagram(v) Data Life Cycle Diagram

**D.** (i) System/Functions Matrix(ii) Actor/Role Matrix(iii) Data Entity/Business Function Matrix(iv) Technology Portfolio Catalog(v) Data Security Diagram

**Answer:** A

### **NO.5** Scenario:

Please read this scenario prior to answering the Question

Your role is that of Lead Enterprise Architect within a vacation property management firm that has been growing through acquisition. The firm manages over 200 resort properties across North America. Many of the resort properties use the same internal IT systems that they used before they were acquired. Until recently, the only requirement that has been placed on each property is that they use a standard financial reporting system to report their financial results to the headquarters on a weekly basis.

The CEO 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 standardizing its operations across the network to provide consolidated financial, human resources, logistics, sales and marketing, and yield management. He has also stated that he expects results by the end of the current fiscal year.

These changes will provide the company 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 markets to improve yields. The firm has a mature enterprise architecture practice 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 firm, including detailed requirements and recommendations. Based on the recommendations from the initial study, the firm 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 justify the best approach for architecture development to realize the CEO's vision.

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

- A.** You recommend 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 retirements to ensure that the projects are sequenced in an optimal fashion so as to realize the vision.
- B.** You recommend 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.
- C.** You recommend that the target architecture is defined first, followed by transition planning. This is because the vision is well understood and the strategic architecture agreed. This 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 recommend 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:** B