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OG0-092

TOGAF 9 Part 2

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Question: 1

Scenario: Rollins Manufacturing

Please read this scenario prior to answering the question

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

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

The Rollins Enterprise Architecture department has been operating for several years and has mature, well-developed architecture governance and development processes that are strongly based on TOGAF 9. At a recent meeting, the Architecture Review Board approved a Request for Architecture Work from the Chief Engineer of Global Manufacturing Operations who is the project sponsor. The request covered the initial architectural investigations and the development of a comprehensive architecture to plan the transformation. The Common ERP Deployment architecture project team has now been formed, and the project team has been asked to develop an Architecture Vision that will achieve the desired outcomes and benefits. Some of the plant managers have expressed concern about the security and reliability of driving their MRPII and production scheduling from a central system located in Cleveland. The Chief Engineer wants to know how these concerns can be addressed.

Refer to the Rollins Manufacturing Scenario:

You are serving as the Lead Enterprise Architect 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.

Answer: D

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 AirLight, 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?

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 implementation planning activities 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.

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.

Answer: C

Question: 3

Scenario: AGEX Inc.

Please read this scenario prior to answering the question

AGEX 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, AGEX 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.

After reviewing the available alternatives, and based on recommendations from the ERP vendor, AGEX 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 AGEX Inc. 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 AGEX 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 AGEX businesses and their suppliers.

B. 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 B?P system that is being developed.

C. 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 comprehensive security architecture.

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 AGEX 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: B

Question: 4

Scenario: Zephyr Enterprises

Please read this scenario prior to answering the question

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

Zephyr 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.

Zephyr 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 recently updated to TOGAF 9 and have adapted the Zephyr Enterprise Architecture to closely follow the TOGAF 9 framework. All of Zephyrs IT 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 Zephyr 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 envelopment 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 to 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: A

Question: 5

Scenario: Vittronics Ltd.

Please read this scenario prior to answering the question

Vittronics 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 Vittronics has been engaged in an architecture development project to create a Secure Private Immersive Collaborative Environment (SPICE) that will allow researchers at its product development laboratories worldwide to share information about their independent clinical trials.

The Vittronics Enterprise Architecture group is a mature organization that has been utilizing TOGAF for several years. They have recently upgraded to TOGAF 9. The Vittronics Architecture Development Method (VADM) is strictly based on the TOGAF 9 Architecture Development Method (ADM) with extensions required to support current good manufacturing practices and good laboratory practices in their target markets.

The SPICE 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 in SPICE, 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 SPICE Security Architecture has been defined.

The Executive Vice President for Clinical Research is the sponsor of the Enterprise Architecture activity.

Refer to the Vittronics Ltd Scenario:

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

As required by TOGAF, the SPICE project team recently completed a Business Transformation Readiness Assessment in Phase A (Architecture Vision). In that assessment, it was determined that there are risks associated with the adoption of the Immersive Collaborative Environment. Despite a clear expression of the vision and the business need for utilizing SPICE to accelerate the clinical trials, the researchers have been resisting the change because of concerns about safeguarding individually identifiable information about the subjects who were participating in the trials.

You have been asked to recommend how this situation be managed in the implementation planning phases.

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

A. You decide that in Phase E, the team create an overall solutions strategy that can guide the Target Architecture implementation and structure the Transition Architectures. You check that there is consensus before proceeding.

B. You decide to return to Phase A, where the team should brainstorm a technical solution that mitigates the residual risks presented by the privacy issue. Then, during Phase D, you will direct the team to develop an

Architecture Building Block to manage the security risks. After that, the team should select Solution Building Blocks that mitigate all of the identified risks and revise the Requirements Impact Statement to reflect the changes to the high-level solutions strategy and migration plan.

C. You decide that in Phase E, the team review the Business Transformation Readiness Assessment and identify, classify, and mitigate the risks associated with the identified readiness factors. If the risks can be satisfactorily mitigated, then you would continue to define a high-level solutions strategy that includes the Transition Architectures needed to make the change culturally and technically feasible.

D. You decide that in Phase E, the team determines an approach to implementing an overall strategic direction that will address and mitigate the risks identified.

Answer: B

Question: 6

Scenario: Florian Flowers BV

Please read this scenario prior to answering the question

Florian Flowers BV is an international agricultural company exporting flowers and seeds worldwide. Florian 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, Florian wants to develop strong self-directed teams in each location. Florian also wants to define new business models that are profitable while reducing their impact on the environment. Florian 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.

Florians 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 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 guiding framework for the development and evolution of the Enterprise Architecture practice.

Refer to the Florian Flowers BV Scenario

Florian management has engaged you as the Lead Consultant to assess the current situation.

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 accessed.

C. 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.

D. It would be beneficial to develop a stakeholder map that allows the architects to define groups of stakeholders that share common concerns. A set of views should be defined that addresses the concerns each group. Architecture models can then be created for each view to address the stakeholders' concerns.

Answer: B

Question: 7

Scenario: Armstrong Defense Industries

Please read this scenario prior to answering the question

Armstrong Defense Industries is 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. Armstrong Defense 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, Armstrong Defense 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?
5. What non-procurement applications will need to be integrated with any new procurement applications?
6. What data will need to be shared?

At present, there are no particularly useful architectural assets related to this initiative. 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.

Armstrong Defense is using TOGAF for its internal Enterprise Architecture activities. It uses an iterative approach for executing Architecture Development Method (ADM) projects.

Refer to the Armstrong Defense Industries 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: A

Question: 8

Scenario: St. Croix Consulting

Please read this scenario prior to answering the question

St. Croix Consulting 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 St. Croix'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 Enterprise Architecture framework is based on TOGAF 9.

The Chief Executive Officer and Chief Information Officer have co-sponsored the creation of the Enterprise Architecture program.

Refer to the St Croix Consulting Scenario:

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

As the EA team prepares 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.

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. 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. Prior to preparing the Implementation plan, 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: A

Question: 9

Scenario: Armstrong Defense Industries

Please read this scenario prior to answering the question

Armstrong Defense Industries is 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. Armstrong Defense 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, Armstrong Defense 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?
5. What non-procurement applications will need to be integrated with any new procurement applications?
6. What data will need to be shared?

At present, there are no particularly useful architectural assets related to this initiative. 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.

Armstrong Defense is using TOGAF for its internal Enterprise Architecture activities. It uses an iterative approach for executing Architecture Development Method (ADM) projects.

Refer to the Armstrong Defense Industries 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 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 Service/Function matrix
- Describe the Baseline Data Architecture with a Data Entity/Data Component catalog

B. In the early iterations of the Architecture Definition:

- Describe the Target Business Architecture with a Business Service^unction 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£>ata 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 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

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: D

Question: 10

Scenario: Zephyr Enterprises

Please read this scenario prior to answering the question

Zephyr Enterprises specializes in the development of wind turbine blades for use in large-scale commercial wind energy production systems. Zephyr has manufacturing facilities located in Palm Springs, California, Omaha, Nebraska, and Winnipeg, Ontario. Each of these plants supplies a different manufacturer that builds

and sells complete systems. The turbine blades are custom engineered to meet each manufacturers 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. Zephyr 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.

Zephyr 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.

Zephyr 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 recently updated to TOGAF 9 and have adapted the Zephyr Enterprise Architecture to closely follow the TOGAF 9 framework. All of Zephyrs IT 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 Zephyr Enterprises Scenario:

You have been assigned by the Lead Architect for the Automated Test System controller project to conduct Compliance Assessments at each manufacturing plant.

During the course of the assessment at the Omaha plant, you discover that the Distributed Data Acquisition System they have purchased uses a proprietary Remote Procedure Call (RPC) that utilizes kernel mode threads instead of the user mode threads that are specified in the Architecture Definition Document. In all other respects, the system meets the requirements stated in the Architecture Definition Document and seems to perform correctly.

You have been asked to describe the compliance of this system for the final report.

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

- A. You observe that all of the features in the Architecture Definition Document have been implemented in accordance with the specification, except for the RPC mechanism. Your recommendation is that the system be described as conformant.
- B. You observe that the system has many features in common with the Architecture Definition Document, and those features have been implemented in accordance with the specification. However, you note that the RPC mechanism has been implemented using features that are not covered by the specification. Your recommendation is that the system be described as consistent.
- C. You observe that the implementation of the RPC mechanism has no features in common with the Architecture Definition Document, therefore the question of its conformance should not be considered. Your recommendation is that the system be described as consistent.
- D. You observe that the system meets most of the requirements stated in the Architecture Definition Document and appears to work correctly. However, you note that the RPC mechanism has not been implemented according to the specification. Your recommendation is that the system be described as non-conformant.

Answer: C

Question: 11

Scenario: Florian Flowers BV

Please read this scenario prior to answering the question

Florian Flowers BV is an international agricultural company exporting flowers and seeds worldwide. Florian 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, Florian wants to develop strong self-directed teams in each location. Florian also wants to define new business models that are profitable while reducing their impact on the environment. Florian 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.

Florian's international operations are subject to various legal and regulatory requirements. In areas such as genetically modified seeds, governmental controls are strictly enforced and compliance is critical. Recently a competitor was heavily fined for violating the regulations in a country where it was developing pest-resistant seeds.

The Governing Board is concerned, and as a result has approved the expenditure of resources to establish an Enterprise Architecture program. They have requested 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 guiding framework for the development and evolution of the Enterprise Architecture practice.

Refer to the Florian Flowers BV Scenario:

Florian management has engaged you as the Lead Consultant to assess the current situation.

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. 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.
- 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. It would be beneficial to develop a stakeholder map that allows the architects to define groups of stakeholders that share common concerns. A set of views should be defined that addresses the concerns for each group. Architecture models can then be created for each view to address the stakeholders' concerns.
- D. 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.

Answer: A

Question: 12

Scenario: St. Croix Consulting

Please read this scenario prior to answering the question

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

Refer to the St Croix Consulting Scenario:

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

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.

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. Prior to preparing the Implementation plan, 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.

B. 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.

C. An interoperability analysis should be applied to evaluate any potential issues across the Solution Architecture. Choice all of the concerns have been resolved, the EA team should finalize the Architecture Implementation Roadmap and the Migration Plan.

D. 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.

Answer: C

Question: 13

Scenario: Rollins Manufacturing

Please read this scenario prior to answering the question

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

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

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

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

Refer to the Rollins Manufacturing Scenario

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

As the Common ERP Deployment architecture project team assembles for its initial meeting, many of the participants have voiced concerns about the sweeping scope of the initiative. Others are confident that they know a solution that will work. During the meeting, a number of alternative recommendations for how to proceed are put forward by members of the team.

You have been asked to select the most appropriate recommendation to ensure that the team evaluates different approaches to the problem and clarifies the requirements for the architecture.

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

A. The team should hold a series of interviews at each of the manufacturing plants using the business scenario technique. This will then enable them to identify and document the characteristics of the architecture from the business requirements.

B. The team should exercise due diligence and carefully research vendor literature and conduct a series of briefings with vendors that are on the current approved supplier list. Based on the findings from the research, the team should define a preliminary target Architecture Vision. The team should then use that model to build consensus among the key stakeholders.

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

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

Answer: D

Question: 14

Scenario: Vittronics Ltd.

Please read this scenario prior to answering the question

Vittronics 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 Vittronics has been engaged in an architecture development project to create a Secure Private Immersive Collaborative Environment (SPICE) that will allow researchers at its product development laboratories worldwide to share information about their independent clinical trials.

The Vittronics Enterprise Architecture group is a mature organization that has been utilizing TOGAF for several years. They have recently upgraded to TOGAF 9. The Vittronics Architecture Development Method (VADM) is strictly based on the TOGAF 9 Architecture Development Method (ADM) with extensions required to support current good manufacturing practices and good laboratory practices in their target markets.

The SPICE 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 in SPICE, 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 SPICE 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 SPICE architecture 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 Vittronics Ltd Scenario

You are serving as the Lead Architect for the SPICE 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. 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.

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 CRLO 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. 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.

D. 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.

Answer: b

Question: 15

Scenario: Global Mobile 2

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 AirLight, a competitor, because of superior customer service. Global Mobile actually has better coverage in nearly all markets than AirLight, 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 Executive Council has stated that the program should define specific initiatives to enable each regional business unit to create an implementation of the Customer Service System. The implementation must meet the needs of the business unit and still provide the information needed to enable major improvements to the customer.

Refer to the Global Mobile 2 Scenario

You are serving as the Lead Architect for the Performance and Integrity project of the Customer Service System program.

The project has been chartered to address the architecture(s) required to support the Customer Service System from an infrastructure perspective. At the present time, the project team is conducting an architecture development project that is focused on the customer self-service capability, which was defined as part of the earlier strategic planning activities. This capability will enable customers to access their accounts, pay bills, request account reviews, and provision services from any web-enabled device.

The project team has gathered information about the self-service capability, developed a business scenario, and used the results to define an Architecture Vision for achieving the capability.

You have been asked to recommend the course of action to complete the project.

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

A. In the remaining architecture definition phases, the project team should map out the capability in the Technology domain. In Phases E and F, the capability should be broken down into a set of Solution Building Blocks that define the Target Architecture. Where possible, the Solution Building Blocks should be drawn from the Architecture Repository.

The completed Architecture Definition Document and the Implementation and Migration Plan will be submitted for approval. Upon approval, the architecture team will conduct Compliance Assessments to ensure that the Target Architecture is properly implemented.

B. In the remaining architecture definition phases, the project team should map out the capability across the Business, Information Systems, and Technology domains. In Phases E and F, the capability should be broken down into a set of increments that are sequenced into Transition Architectures that will lead to the realization of the Target Architecture.

The resulting Solution Building Blocks will then provide the basis for the capability increment solutions. The completed Architecture Definition Document and the Implementation and Migration Plan will be submitted for approval. Upon approval, the architecture team will oversee the implementation process through monitoring Architecture Contracts and by conducting Compliance Assessments.

C. In the remaining architecture definition phases, the project team should map out the capability across the Business, Information Systems, and Technology domains. In Phases E and F, the capability should be broken down into a set of increments that define the Target Architecture.

The resulting Solution Building Blocks will provide the basis for the capability increment solutions. The completed Architecture Definition Document and the Implementation and Migration Plan will be submitted for approval. Upon approval, the architecture team will oversee the implementation process through monitoring Architecture Contracts and by conducting Compliance Assessments.

D. The remaining architecture definition work should be focused on mapping out the technology and infrastructure capability in the Technology domain. In Phases E and F, the capability should be broken down into a set of Solution Building Blocks that will be implemented to realize the Target Architecture.

The Solution Building Blocks will provide the basis for the completed Architecture Definition Document that will be submitted for approval. Upon approval, the implementation team will conduct Compliance Assessments to ensure that the self-service capability is compliant with the overall Enterprise Architecture.

Answer: D

Question: 16

Scenario: AGEX Inc.

Please read this scenario prior to answering the question

AGEX 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, AGEX 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.

After reviewing the available alternatives, and based on recommendations from the ERP vendor, AGEX 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 AGEX Inc. Scenario

You are serving as the Chief Architect.

As part of the process for establishing the Enterprise Architecture department, you have decided to create a set of principles to guide the activities.

You have been asked to recommend 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 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.

C. You examine the mission statements for AGEX 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 AGEX. You then seek the endorsement of the CIO and senior management.

D. You examine the mission statements for AGEX and each of its businesses, together with the corporate value statements. Based on that, you work with the Architecture Review Board to define the principles.

When developing the principles you ensure that they actively promote the alignment of IT with the AGEX business strategies. You then run a series of reviews with all the relevant stakeholders, including senior management, ensuring their support.

Answer: A



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