

Introduction

Following on from the multiple choice questions here are two scenario questions which are in the format of the second TOGAF 9 exam (only two sorry, I will try and find time to write a few more) These examples should give a sense of what the exam is looking for, which is simply the answer which most closely and comprehensively matches to TOGAF. If in doubt select the longest answer!

The scenario questions which I have seen focus mostly on the ADM phases and the contents of each ADM chapter particularly the Approach and Steps sections in the ADM phase chapters. This is an open book exam friend who have taken it have had access to a PDF version of TOGAF 9 which is convenient for searching. I do not know if this is standard across all test centres. It is advisable to check with your test centre whether you need to take the TOGAF 9 book or whether they will provide this or a computer version of TOGAF 9 for the exam.

I hope these questions prove useful to you, the exercise of constructing them has proved very useful to me as a revision aid. Good Luck.

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NB: At the time of authoring I have not sat the TOGAF 9 exam this is deliberate to avoid any issue that these questions copy the official exam questions. I have seen one official TOGAF practise exam for both the Certification and the Bridging Certification routes. I believe that these questions are representative of the sorts of question you can expect in the exam but I cannot guarantee this.



TOGAF 9 Scenario Questions

Scenario 1

Car Widget Corporation produces components for the Car industry. Driven by the global financial downturn they are looking to reduce IT costs. They believe there is a cost saving opportunity within IT but this is not quantified in terms of potential savings nor is there an agreed target architecture. Final decisions on the solutions are not yet fully agreed. They have completed the first pass architecture and now are looking at the best opportunities and solutions to meet their financial goals.

You are the Chief Architect from a consulting organisation brought into review the work to date by Car Widget Corporation and to make recommendations to the CIO and the board on the opportunities and solutions present.

Which of the following answers best describes how TOGAF recommends examining the opportunities and solutions before presenting to the board?

- a) I would examine the architecture work today ensuring it is complete and accurate and addressing any gaps. I would look at functional and integration requirements. I would then ensure all dependencies are understood and documented. I would then create the necessary artefacts including major work packages and transition architectures and the project charters for the recommended projects for presentation to the board.
- b) I would assess the architecture work today, create, and prioritise projects to transition Widget Inc from the current architecture to target architecture. This will include a business value for each project, the resources required and the intended timing. I would then validate the prioritisations with the board particularly looking at cost benefits and risks. Lastly, I would generate the Architecture Implementation Roadmap and document lessons learned.
- c) I would assess the requirements of the organisation particularly those requirements describing the functions required and information flows within the architecture. I would then look to produce artefacts that describe the recommended projects, the risk, issues and dependencies. This would also include transition architects to move us from current architecture to the recommended target architectures. I would present my recommendations to the board for agreement. Once this is done, I would update the architectures reflecting any changes resulting from the board discussion.
- d) I would look at the corporate culture and attitude to change, understand the constraints such as cost and the required time horizons. I would then look at the architecture work to ensure it is complete and seek to address any gaps. I would review the functional requirements and ensure there are complete interoperability requirements. I would then validate any dependencies and risks. Then formulate an implementation and migration strategy identifies major work packages and the transition architecture required. Finally, once agreement is reached with the board I will create project charters and re-factor any changes needed from the board discussion into the architecture.



Scenario 2

Magic Wand Corporation manufactures a range of equipment used by magician worldwide. The global popularity of a series of children's books describing the formative years of a budding wizard and his various escapades at wizard school has driven unprecedented sales growth in the magical equipment market.

The current IT systems at Magic Wand are struggling to cope with the high volumes in this growth market. The CIO wants to persuade the board of Magic Wand Corporation to make a greater investment in the IT systems to cope with the new higher transaction volumes. One of the key components the CIO wants to include when he approaches the board is a description of the current problems and how they may be addressed from an architectural point of view.

As the High Architect of Magic Wand Corporation, the CIO has delegated the task of creating a vision for the future Architecture to you.

Which of the following answers best describes how TOGAF recommends delivering an Architecture Vision for the CIO?

- a) Firstly, I ensure there is a Request for Architecture Work from the CIO. Then I ensure that there is recognition for the architecture vision project by following any project management and programme management frameworks used within the organisation. I would identify the key stakeholders and engage with them to understand and document their concerns and high-level requirements. This would result in a stakeholder map used to support other deliverables such as the Architecture Vision, a Communications plan and a Statement of Architecture Work. I would then identify the business goals and strategic drivers of the organisation and define any enterprise or project specific constraints such as time and resources. I would then define the business capabilities of the organisation needed to fulfil those business goals and drivers and their readiness for change. Once complete, I would define the scope, confirm the architecture and business principles and develop the Architecture Vision. Following this, I would define the business case for the architecture project, assess the business risks and produce a risk mitigation plan. I would then define a plan of enterprise architecture work to meet the scope in the desired time line and the resources required and secure the support of stakeholders.
- b) I would start by ensuring there is a Request for Architecture Work from the sponsor (the CIO). I would then create a project to define and deliver the architecture vision and the necessary outputs. The outputs include an approved Statement of Architecture Work, refined statements of Business Principles, Business Goals and Business Drivers, Architecture Principles, a Capability Assessment, a Tailored Architecture Framework, an Architecture vision, a Communications plan. The Statement of Architecture Work needs to be clear on the scope of architectural work, the resources needed to complete the work and amount of time it would take to complete the work assuming the scope of architectural work is agreed and that all the resources required are available. The final step would be to agree the Statement of Architectural Work with stakeholders confirming the scope, schedule and confirming the availability of the necessary resources.

TOGAF 9 Example Scenario Questions

- c) I would start by establishing the architecture project and follow the appropriate project management method. I would identify stakeholders their concerns and business requirements then confirm and elaborate the business goals, business drivers and constraints. I would then evaluate the business capabilities and readiness for business transformation and define the scope. I would then develop the architecture vision, define the target architecture value proposition, KPIs and identify and mitigate all risks associated with the transformation effort. Finally, I would develop an Enterprise Architecture Plan and Statement of Work and secure approval from the relevant stakeholders.
- d) I would approach this by defining and establishing the architecture team and governance. This would be followed by agreeing and establishing the architecture principles. I would select and customise an architecture framework changing any terminology and selecting the right phases and customising the structure of content and outputs from the chosen method. Finally I would select and implement and architecture tools. The outputs from this work would include an Organisation Model for Enterprise Architecture, a Tailored Architecture Framework including method and content, the Architecture Principles, an initial architecture repository, restatement or references to business principles, business goals and business driver, a request for architecture work and the governance framework.



Answers

Question 1

D is the correct answer. This is the most complete description of the TOGAF approach to the Opportunities and Solutions phase this is specifically different from the other answers because it includes an assessment of the organisation. TOGAF refers to this as 'Determine/confirm key corporate change attributes'

C is the second best answer, this misses out the assessment of key corporate change attributes.

A is the third best answer because this misses out assessment of key corporate change attributes, and does not include the creation of portfolio and project charters and a retrospective update of the architectures.

B is the red herring answer this is a description of the Migration phase in ADM.

Question 2

A is the correct answer this is the most complete description of the TOGAF approach to Architecture Vision phase.

C is the second best answer correctly stating all of the Steps in the Steps section of the TOGAF chapter on the Architecture Vision phase.

B is the third best answer this states all of the outputs in the Outputs section of the TOGAF chapter on the Architecture Vision phase.

D is a red herring as this is a description of the steps and outputs of the Preliminary phase.