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TOGAF 9 Part 2

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Question: 481

During Phase B of a TOGAF project for a retail chain, you need an artifact to illustrate the relationships between business processes and organizational units. Which artifact should you create?

- A. Business Footprint Diagram
- B. Business Service/Function Catalog
- C. Organization/Actor Catalog
- D. Process Flow Diagram

Answer: A

Explanation: The Business Footprint Diagram, created in Phase B, illustrates the relationships between business processes, organizational units, and other entities, aligning with stakeholder needs. The Business Service/Function Catalog lists services, the Organization/Actor Catalog lists actors, and the Process Flow Diagram focuses on process sequences, not relationships.

Question: 482

At AeroDynamics Ltd., you are creating an Architecture Vision for an autonomous drone delivery system. A Business Transformation Readiness Assessment (BTRA) scores organizational readiness at 5.8/10, with a 70% risk of regulatory delays. Which TOGAF technique should you apply to mitigate this risk during the Architecture Vision phase?

- A. Business Scenario Workshop
- B. Risk Management
- C. Capability-Based Planning
- D. Stakeholder Analysis

Answer: B

Explanation: Risk Management is the TOGAF technique to mitigate the 70% regulatory delay risk identified in the BTRA during the Architecture Vision phase. It assesses and addresses risks, ensuring the vision accounts for regulatory challenges. Business Scenario Workshops elicit requirements. Capability-Based Planning focuses on capability development. Stakeholder Analysis identifies stakeholders, not risks.

Question: 483

Scenario: An enterprise is tailoring the TOGAF ADM for a highly regulated industry. They want to add a mandatory compliance checkpoint in the Preliminary Phase.

Is this approach consistent with TOGAF?

- A. No, the Preliminary Phase cannot be altered
- B. Yes, tailoring to add mandatory compliance checkpoints is encouraged to meet organizational needs
- C. No, compliance checkpoints are only allowed in later phases
- D. Yes, but only if the checkpoint replaces existing ADM steps

Answer: B

Explanation: TOGAF supports tailoring ADM phases, including adding mandatory compliance checkpoints in the Preliminary Phase to address specific organizational or regulatory requirements.

Question: 484

You are the Chief Architect at GlobalTech, a multinational corporation undergoing a digital transformation. The Architecture Board has approved a Request for Architecture Work to enhance the customer service process, which is currently fragmented across business units. The goal is to create a unified customer service value stream to improve customer satisfaction by 20% within 18 months. Using TOGAF 9, you are in Phase B (Business Architecture) and need to define the value stream. The current process involves multiple handoffs between departments, resulting in an average resolution time of 72 hours. The target is to reduce this to 24 hours. Which approach best aligns with TOGAF 9 to define the value stream for this initiative?

- A. Create a Business Capability Map to identify all customer-facing capabilities and prioritize them based on stakeholder input
- B. Develop a BPMN diagram to model the current customer service process and identify bottlenecks in handoffs
- C. Use Functional Decomposition to break down the customer service department into sub-functions and assign new roles
- D. Perform a Value Stream Mapping exercise to document the end-to-end activities and optimize the flow to meet the 24-hour target

Answer: D

Explanation: Value Stream Mapping is the most appropriate approach in TOGAF 9 for defining end-to-end business activities that deliver value to stakeholders, such as customers in this scenario. It focuses on documenting the sequence of activities, identifying inefficiencies (e.g., handoffs causing delays), and optimizing the flow to achieve the target resolution time of 24 hours. Creating a Business Capability Map is useful for identifying capabilities but does not directly address the flow of activities. A BPMN diagram is effective for detailed process modeling but is narrower in scope compared to value stream mapping, which considers the entire value delivery. Functional Decomposition focuses on organizational structure, not the end-to-end value flow.

Question: 485

An insurance company is using TOGAF 9 to model its policy management system. The "Policy Administrator" actor performs the "Issue Policy" function, which is part of the "Policy Management" capability. Which TOGAF Content Metamodel entity represents the "Policy Management" capability?

- A. Capability
- B. Business Service
- C. Function
- D. Process

Answer: A

Explanation: In the TOGAF Content Metamodel, a Capability represents a business ability or competency, such as "Policy Management," which includes functions like "Issue Policy." A Business Service is an externally visible unit of functionality, a Function is a specific activity, and a Process is a sequence of activities, none of which fully represent a capability.

Question: 486

You are drafting a Statement of Architecture Work (SAW) at CyberBank for a digital identity verification system. The SAW includes a deliverable: Architecture Vision (4 weeks) and a constraint: 99.9% system availability. A stakeholder survey indicates a 40% concern over scalability issues. Which TOGAF artifact should you update to reflect this concern in the SAW?

- A. Architecture Definition Document
- B. Project Context Diagram
- C. Business Capability Map
- D. Architecture Vision

Answer: D

Explanation: The Architecture Vision should be updated to reflect the 40% scalability concern in the SAW. It captures stakeholder concerns and constraints, ensuring alignment with project goals. The Architecture Definition Document is developed later. The Business Capability Map defines capabilities, not concerns. The Project Context Diagram illustrates relationships, not scalability issues.

Question: 487

You are the Chief Architect at a healthcare provider implementing a cloud-based imaging system. The III-RM guides the architecture, emphasizing SaaS solutions. The system must comply with HIPAA for patient data. Which III-RM component ensures this compliance?

- A. Security Services
- B. Infrastructure Services
- C. Application Platform
- D. Service Management

Answer: A

Explanation: The Security Services component of the III-RM ensures compliance with HIPAA for the cloud-based imaging system, as it addresses security policies, encryption, and access controls. Application Platform hosts applications, Infrastructure Services provide compute resources, and Service Management handles operational processes, none of which directly ensure HIPAA compliance.

Question: 488

Scenario: A software company is developing a Service-Oriented Architecture (SOA) and wants to ensure that services are reusable and loosely coupled. The architecture team is defining service contracts.

Which TOGAF artifact helps define and manage these service contracts?

- A. Architecture Contract
- B. Architecture Repository
- C. Architecture Requirements Specification
- D. Architecture Definition Document

Answer: A

Explanation: The Architecture Contract can include service contracts that define the terms and conditions for service reuse and interactions, supporting SOA principles.

Question: 489

A utility company is implementing a smart grid management system. In Phase C: Application Architecture, you define interfaces between a meter data management application and a billing system. The interface requires secure data exchange using XML-based web services. Which TOGAF TRM

component supports this standard?

- A. Application Platform Interface
- B. Transaction Processing Services
- C. Security Services
- D. Data Interchange Services

Answer: D

Explanation: The TOGAF TRM's Data Interchange Services support XML-based web services for secure data exchange. The Application Platform Interface defines platform interactions, not specific protocols. Security Services provide authentication, not exchange standards. Transaction Processing Services focus on transaction reliability, not XML-based interoperability.

Question: 490

In Phase C of a TOGAF® 9 project for a financial institution, you are defining a segment architecture for the wealth management division. The architecture must support real-time portfolio tracking. Which level of abstraction is most appropriate for this task?

- A. Segment architecture, addressing wealth management needs
- B. Capability architecture, focusing on specific tracking technologies
- C. Strategic architecture, defining enterprise-wide tracking
- D. Tactical architecture, detailing short-term tracking solutions

Answer: A

Explanation: The segment architecture, addressing wealth management needs, is the most appropriate level of abstraction for defining an architecture tailored to the division's real-time portfolio tracking requirements. Capability architecture is too detailed, focusing on specific technologies. Strategic architecture is too broad, covering enterprise-wide goals. Tactical architecture is a short-term and not division-specific.

Question: 491

As Lead Architect at EduPlatform Inc., you are managing stakeholders for a virtual learning environment. The Stakeholder Map places the Dean (High Power, High Interest) and the IT Manager (Low Power, High Interest). The Dean demands a 20% increase in student retention, while the IT Manager flags a 45% risk of system downtime. Which TOGAF deliverable should you prioritize to address these concerns?

- A. Architecture Roadmap
- B. Stakeholder Map
- C. Requirements Catalog
- D. Communication Plan

Answer: D

Explanation: The Communication Plan is the TOGAF deliverable to address the Dean's retention goal and the IT Manager's downtime risk. It ensures tailored engagement based on stakeholder power and interest, fostering alignment. The Architecture Roadmap outlines implementation. The Requirements Catalog documents requirements, not engagement. The Stakeholder Map is an input, not a solution.

Question: 492

At UTrack Transports, a TOGAF 9 project is in Phase G. A compliance review reveals that a vendor's system lacks GDPR-compliant data encryption (AES-256). The Architecture Contract mandates this standard. What is the best action?

- A. Accept the non-compliance and document it in the Architecture Repository
- B. Replace the vendor with one that meets GDPR encryption standards
- C. Escalate the issue to the Architecture Board and propose a mitigation plan
- D. Update the Architecture Contract to allow weaker encryption

Answer: C

Explanation: TOGAF 9's Phase G requires non-compliance with contractual standards like GDPR encryption to be escalated to the Architecture Board with a mitigation plan (e.g., temporary encryption solutions). Accepting without escalation or updating the contract violates governance. Replacing the vendor may delay the project unnecessarily.

Question: 493

You are designing a Technology Architecture for a government agency adopting a SaaS-based HR system. The III-RM ensures cloud integration. The system must support for real-time payroll updates via gRPC APIs. Which III-RM component supports this integration?

- A. Application Platform
- B. Integration Services
- C. Infrastructure Services
- D. Business Applications

Answer: B

Explanation: The Integration Services component of the III-RM supports real-time payroll updates via gRPC APIs, as it provides middleware for high-performance API communication. Application Platform hosts applications, Business Applications deliver functionality, and Infrastructure Services provide compute resources, none of which directly handle gRPC integration.

Question: 494

In a government agency, you are developing the Data Architecture for a citizen services portal. The "Citizen Profile" entity includes attributes like CitizenID, Address, and ServiceHistory. The CRUD matrix shows "Register Citizen" creates, "Update Profile" modifies, and "View Profile" reads the entity. Privacy laws prohibit physical deletion of profiles. How should you address the "Delete" operation per TOGAF?

- A. Assign "Delete" to a new "Remove Profile" process
- B. Exclude the "Delete" operation from the CRUD matrix
- C. Define a logical delete with an "Active" flag
- D. Modify "View Profile" to include "Delete"

Answer: C

Explanation: TOGAF requires a complete CRUD matrix while respecting regulatory constraints. Physical deletion violates privacy laws. Excluding the "Delete" operation risks incomplete lifecycle management. A logical delete with an "Active" flag complies with privacy laws by deactivating profiles while maintaining data integrity, per TOGAF's Data Architecture principles.

Question: 495

You are developing a Business Capability Map at GreenEnergy Co. for a smart grid initiative. The map identifies "Energy Distribution" with a maturity level of 3/5 and a criticality score of 8/10. A recent outage report shows a 25% reliability drop due to legacy infrastructure. Which TOGAF approach should you use to improve this capability in the Architecture Vision phase?

- A. Business Scenario Analysis
- B. Capability-Based Planning
- C. Risk Management
- D. Stakeholder Engagement

Answer: B

Explanation: Capability-Based Planning is the TOGAF approach to improve the "Energy Distribution" capability, addressing the 25% reliability drop in the Architecture Vision phase. It prioritizes investments to enhance capability maturity (3/5) and criticality (8/10). Business Scenario Analysis defines requirements. Risk Management addresses risks, not capability improvement. Stakeholder Engagement manages communication, not capabilities.

Question: 496

You are in Phase F at a financial institution migrating to a cloud-based trading platform. The cost-benefit analysis estimates a \$5M migration cost, \$1.5M annual savings, and a 3-year ROI. What is the ROI percentage, and which TOGAF artifact justifies this to stakeholders?

- A. 30%, Benefits Diagram
- B. 30%, Implementation and Migration Plan
- C. 90%, Architecture Roadmap
- D. 90%, Benefits Diagram

Answer: A

Explanation: ROI is calculated as $[(\text{Total Benefits} - \text{Cost}) / \text{Cost}] * 100 = [(\$1.5\text{M} * 3 - \$5\text{M}) / \$5\text{M}] * 100 = [(\$4.5\text{M} - \$5\text{M}) / \$5\text{M}] * 100 = 30\%$. The Benefits Diagram justifies this to stakeholders by mapping costs to savings. The Implementation and Migration Plan details execution, and the Architecture Roadmap outlines the timeline, neither of which focus on ROI.

Question: 497

HealthTech is adopting TOGAF 9 and the III-RM for cloud migration. The infrastructure includes 250 servers (VMware), a 10GbE network, and WebSphere middleware. A SaaS patient portal requires integration with on-premises EHR systems via REST APIs. Which III-RM component is critical?

- A. Application Platform
- B. Data Management Services
- C. Brokering Services
- D. Infrastructure Services

Answer: C

Explanation: Brokering Services in the III-RM facilitate integration between on-premises EHR systems

and the SaaS patient portal via REST APIs. Application Platform supports hosting, not integration. Data Management Services focus on storage, not connectivity. Infrastructure Services provide foundational resources, not integration.

Question: 498

Scenario: A financial services firm wants to adopt TOGAF Reference Models to accelerate architecture development. The team is evaluating the Technical Reference Model (TRM) and Integrated Information Infrastructure Reference Model (III-RM).

Which statement best describes their use?

- A. TRM defines business processes; III-RM defines technology standards.
- B. TRM provides a taxonomy of generic platform services; III-RM defines standards for integrated information infrastructure.
- C. TRM is used only in Preliminary Phase; III-RM is used only in Phase D.
- D. TRM and III-RM are proprietary models not included in TOGAF.

Answer: B

Explanation: The TRM provides a taxonomy of generic platform services, while the III-RM defines standards and guidelines for integrated information infrastructure, both supporting architecture development.



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