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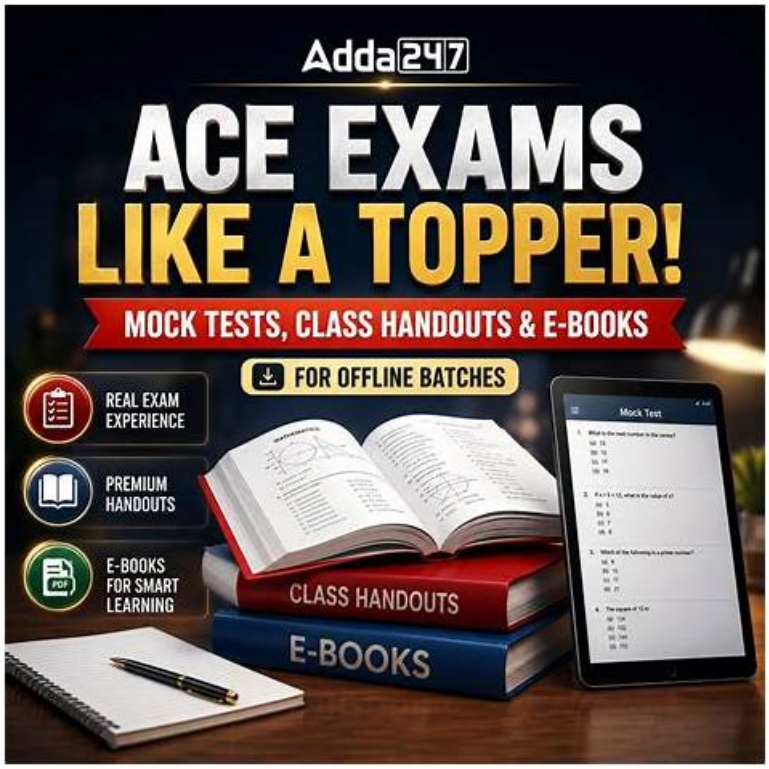

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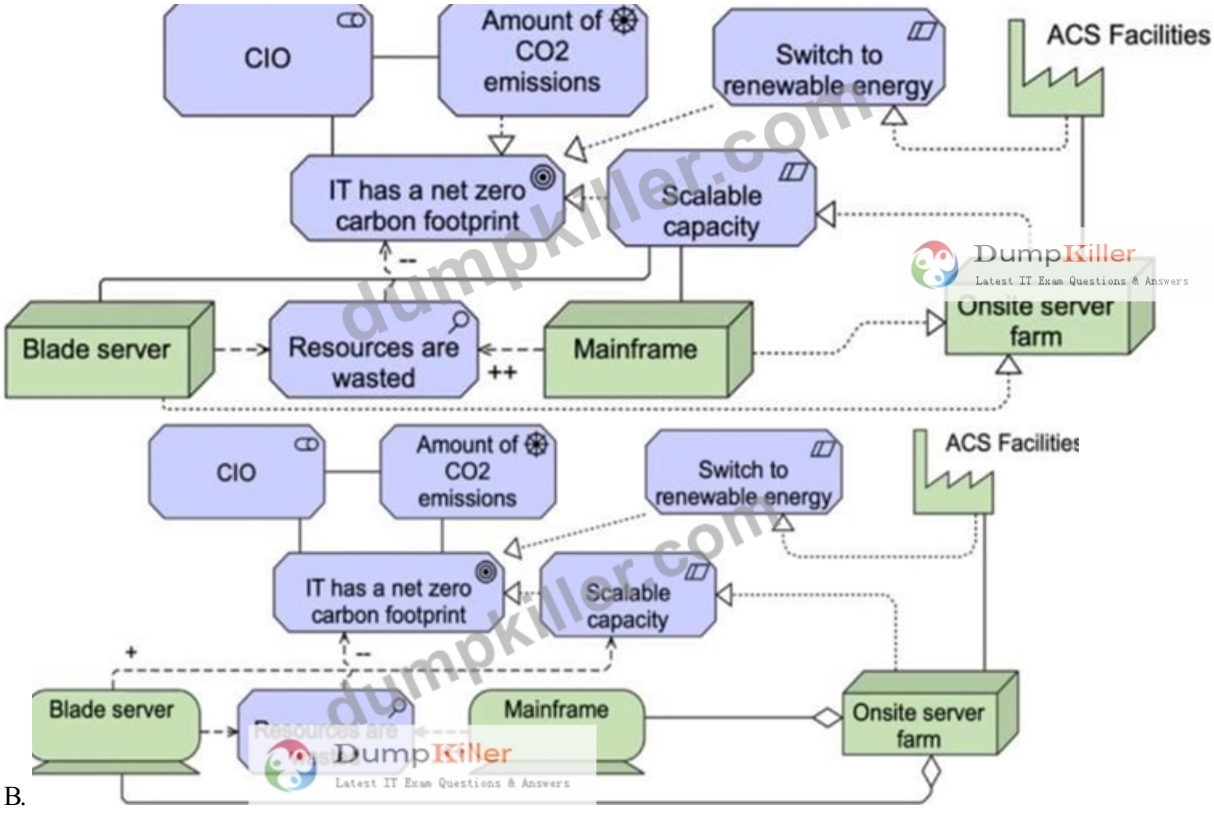
The Open Group ArchiMate 3 Part 2 Exam Sample Questions (Q15-Q20):

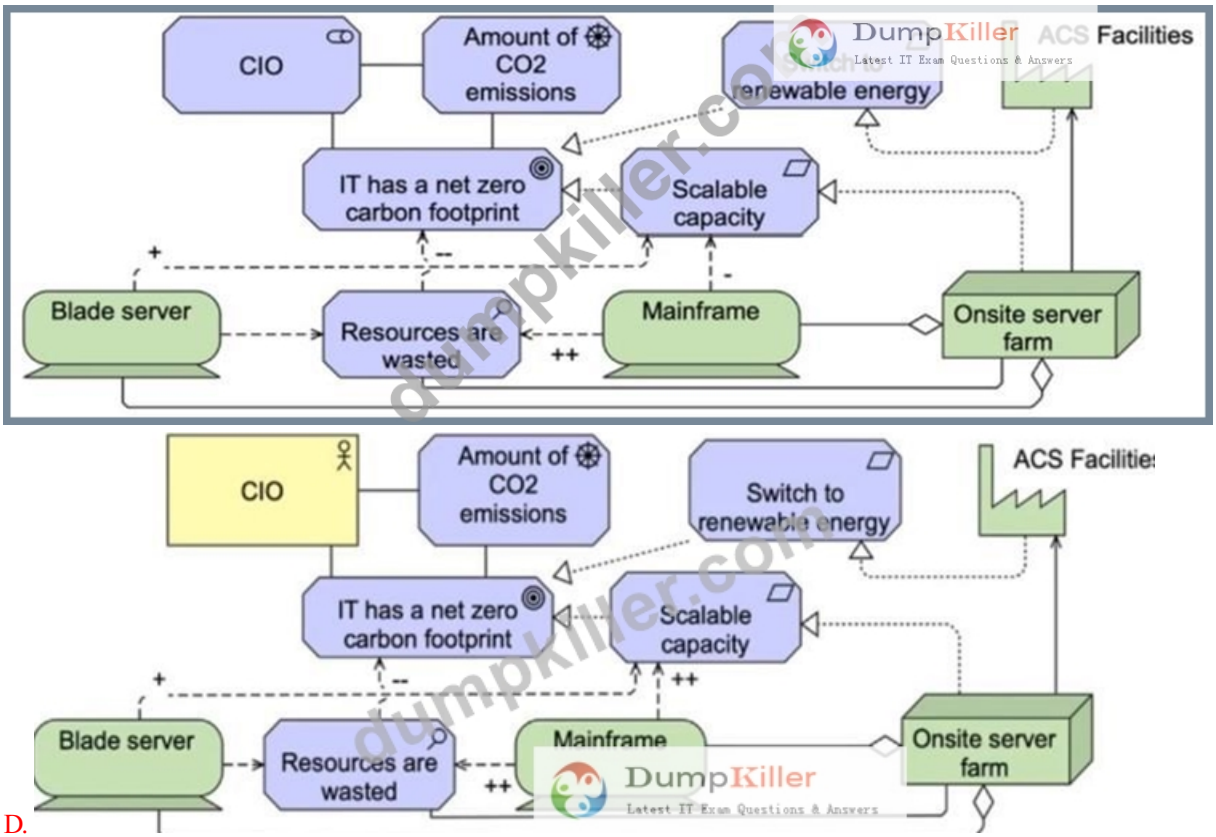
NEW QUESTION # 15
Please read this scenario prior to answering the question
ArchiAir Catering Services (ACS) manages the catering services for ArchiAir, a leading airline.
ACS is the sole catering supplier for all ArchiAir flights, and its services include full provisioning to the aircraft.
Currently, ACS operates three central production facilities, supported by distribution hubs and local pre-flight production facilities.
The central production facilities are responsible for producing standardized non-food materials (such as plates, cutlery, and boxes), non-perishable food products, and key ingredients required by the local production facilities. These materials are subsequently distributed to the distribution hubs, which also serve as warehouses for the local production facilities. Within the local production

facilities, multiple production machines are utilized, each featuring dedicated workstations for chefs and quality inspectors. Most of the local production facilities employ fully automated assembly lines, including built-in packaging stations.
The loaded service trolleys are then transported to the aircraft using small lorries.
In response to investor pressure for ArchiAir to reduce its carbon footprint, the CEO of ACS has announced a plan to address this environmental concern. Subsequently, the Ministry of Social Welfare and Health has enacted a law mandating a reduction in CO2 emissions from all production facilities by the end of the year. Additionally, the airline's decision to raise ticket prices due to escalating fuel costs has led to a decrease in passenger numbers. This, in turn, impacts the volume of non-food materials required from ACS. An internal investigation has produced a report highlighting the potential benefits of centralizing production facilities and reducing the number of distribution centers. Such changes would result in lower CO2 emissions while still effectively meeting all the requirements of ArchiAir.
In addition to evaluating its supply chain to reduce its carbon footprint, ArchiAir is taking proactive steps to achieve a net zero carbon footprint for its IT operations. The Chief Information Officer (CIO) has identified two crucial requirements to support this endeavor. The first requirement involves switching to renewable energy for ACS facilities, which are often located in remote areas where traditional fuels are the primary source of energy. To align with sustainability goals, ArchiAir aims to transition these facilities to renewable energy sources. By utilizing renewable energy, ArchiAir can significantly reduce its reliance on traditional fuels and contribute to a greener operation. The second requirement pertains to the scalability of ArchiAir's IT operations, taking into account the airline's susceptibility to seasonal changes in demand. The CIO has observed notable disparities between sites that have additional blade servers and can scale their capacity, and sites that solely rely on the two mainframes housed in central facilities. A comprehensive report has revealed that the blade servers have a negligible impact on resource waste, whereas the mainframes are notorious for their power inefficiency, particularly during periods of low demand.
Refer to the Scenario
You have been asked to model the motivations for ArchiAir to achieve a net zero carbon footprint for its IT operations.
Which of the following best describes the situation described in the scenario?

- A.



- B.
- C.



- D.

Answer: D

Explanation:
Chosen option most accurately models the motivations for ArchiAir to achieve a net zero carbon footprint for its IT operations according to the scenario:
It shows the stakeholder (CIO) with a clear concern for CO2 emissions and net zero carbon footprint, directly linked as a driver for change.
The goals and outcomes ("IT has a net zero carbon footprint") are represented and clearly connected to requirements such as "Switch to renewable energy" and "Scalable capacity." The capabilities/resources ("Blade server," "Mainframe," "Onsite server farm") and their impact on resources wasted are represented correctly using influence relationships (positive/negative impacts).
The influence and realization relationships between elements correctly follow the ArchiMate Motivation and Strategy modeling standards, showing how resources, capabilities, and requirements interact to achieve the strategic goal.
The diagram demonstrates the full traceability from stakeholder motivation through goals and requirements, down to the resources and their operational impacts, which is the essence of modeling motivations in ArchiMate.

NEW QUESTION # 16
Please read this scenario prior to answering the question
A global retail company operates an Order Fulfillment process supported by three core applications: Order Management System (OMS), Warehouse Management System (WMS), and Shipping Coordinator.
The OMS captures orders and stores them in an Order Database. The WMS manages inventory using an Inventory Database. The Shipping Coordinator schedules shipments and generates tracking notifications.
These applications run on virtual machines hosted on a hypervisor cluster. Each VM connects to redundant LAN switches and stores data on centralized SAN storage.
Refer to the scenario.
You are required to model how applications and technology support the Order Fulfillment process, including application behavior, data access, and hosting infrastructure.
Which of the following answers provides the most complete model?

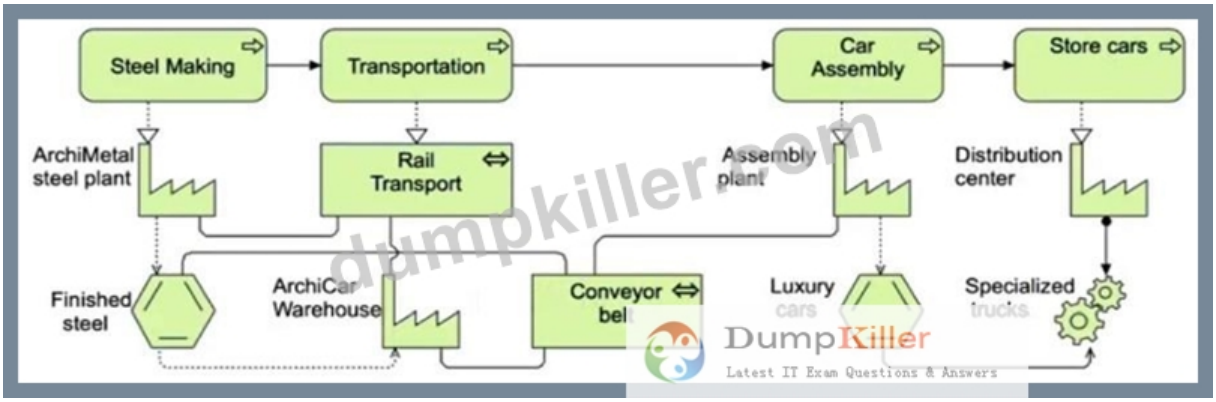
- A. Model Order Fulfillment as a Capability realized directly by Technology Services.
- B. Model Order Fulfillment as a Business Process served by Application Services, realized by Application Functions executed by Application Components, accessing Data Objects, deployed on Virtual Nodes connected via Communication Networks to Storage Devices.
- C. Model databases as Technology Devices without showing application access.

- D. Model only the three applications as Application Components associated with a Node representing the cloud.

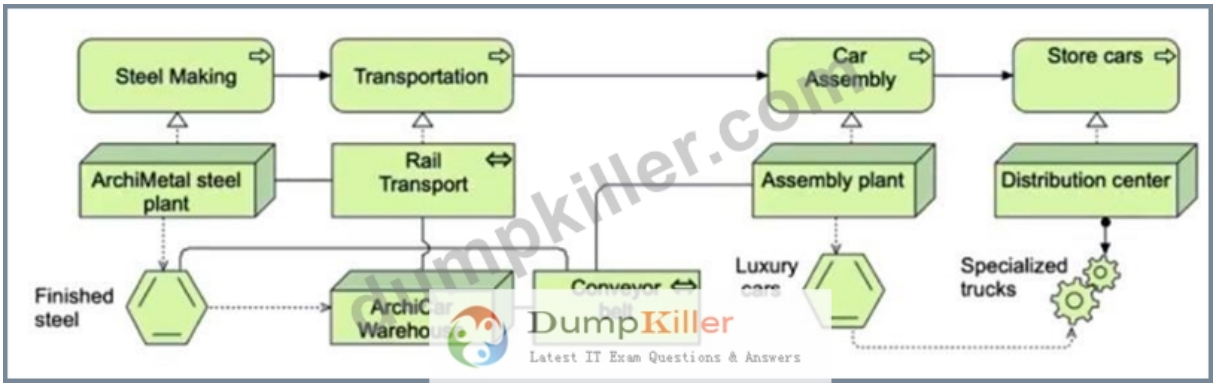
Answer: B

NEW QUESTION # 17
Please read this scenario prior to answering the question
ArchiCar is a specialized company that focuses on manufacturing luxury electric cars and powertrain components, along with producing battery-charging equipment. With its own distribution network and showrooms, ArchiCar adopts a direct-to-customer sales model through online channels.
The manufacturing of ArchiCar's electric cars is carried out on fully automated assembly lines.
Leveraging a cutting-edge manufacturing process, the company boasts an impressive ability to sell and deliver a vehicle within just one month from the time of order placement. Anticipating significant growth, the CEO has set ambitious plans to increase annual production from 100,000 to 500,000 vehicles within a three-year timeframe.
To ensure the highest quality standards, ArchiCar relies on locally manufactured finished steel from the renowned ArchiMetal plant. ArchiMetal specializes in lightweight steels that allow ArchiCar to achieve a reduced vehicle weight without compromising strength and crash performance. The finished steel is efficiently transported by rail to ArchiCar's production plant, where it is stored in a dedicated warehouse until required for the automated car assembly process. Conveyor belts facilitate the seamless transfer of the finished steel from the warehouse to the assembly plant.
At the ArchiCar assembly plant, an optimized and streamlined assembly process is implemented, resulting in the production of 12 vehicles per hour. Once assembled, the cars are transported to a nearby distribution center using specialized trucks. These vehicles are then stored at the distribution center until they are ready for delivery to their eagerly awaiting new owners.
Refer to the Scenario
You are a consultant to the CIO. She has asked you to illustrate the end-to-end technology processes at ArchiCar from raw materials to assembled cars ready for delivery.
Which of the following answers provides the best description?

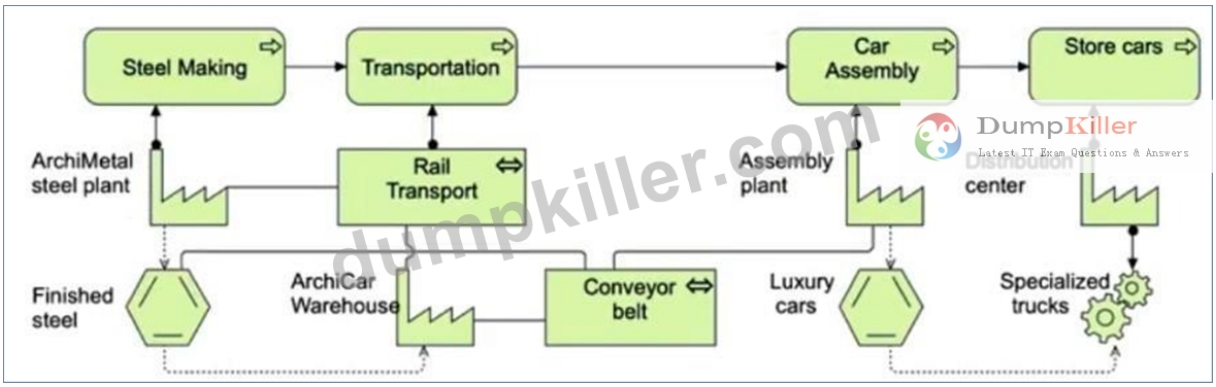
- A.



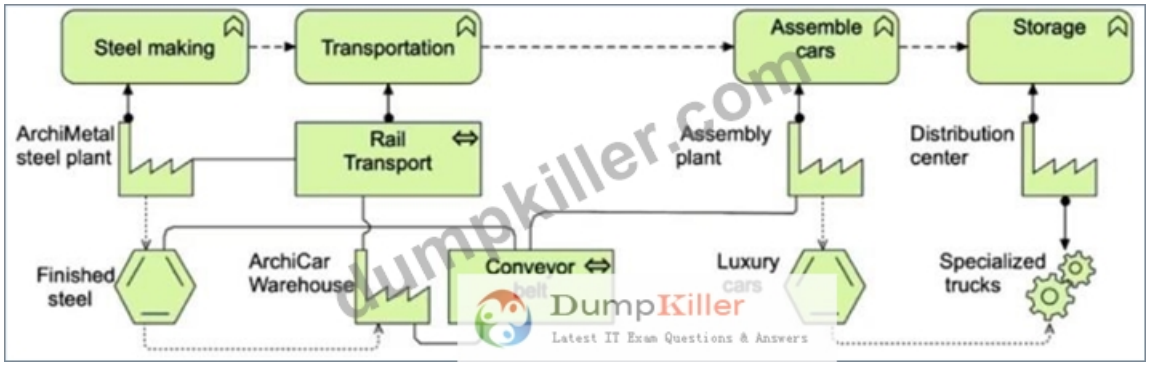
- B.



- C.



- D.



Answer: B

Explanation:
Physical-layer behavior vs. structure
- The four end-to-end steps (Steel Making → Transportation → Car Assembly → Store Cars) are modeled as Technology Processes (flat, green rectangles with the process icon).
- Each process is assigned to the proper piece of physical infrastructure:
- Steel Making is performed by the ArchiMetal steel plant node (3D box).
- Transportation is performed by the Rail Transport network node.
- Car Assembly runs on the Assembly plant node.
- Store Cars runs on the Distribution center node.
Materials as passive physical structure
- Finished steel and Luxury cars are shown as Materials (hexagons), which is exactly the ArchiMate 3 way to represent tangible goods.
- You can see the produce relationship (dashed arrow) from Steel Making → Finished steel, and the flow of Finished steel into the warehouse.
- Likewise the produce from Car Assembly → Luxury cars flows on to the Specialized Trucks for distribution.
Dedicated warehouse, conveyor, trucks
- The ArchiCar Warehouse, Conveyor belt, and Specialized trucks are all modeled as Technology Nodes (3D boxes) that physically hold or move the material.
- Their connections (solid lines) show how the warehouse feeds the conveyor, which in turn feeds the assembly plant, etc.
Correct use of ArchiMate physical layer notation
- Nodes (3D boxes) are used for all physical equipment/facilities.
- Processes (flat rectangles) for behavior.
- Materials (hexagons) for tangible products.
- Produce and flow relationships for material creation and transfer.

NEW QUESTION # 18
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ArchiAir Catering Services (ACS) manages the catering services for ArchiAir, a leading airline. ACS is the sole catering supplier for all ArchiAir flights, and its services include full provisioning to the aircraft.
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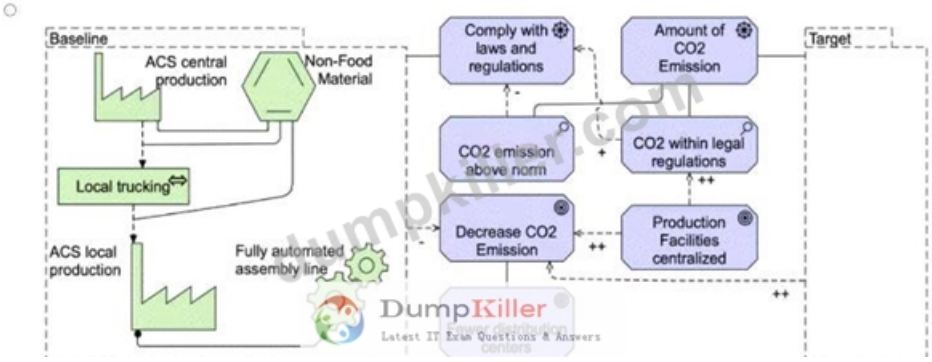
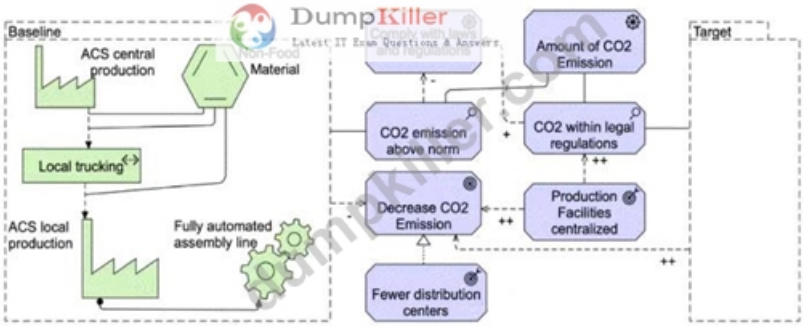
Refer to the Scenario

Which of the following answers best describes the proposed transition from baseline to target, including details of motivation for changes? Note that there is no need to show the details of the target state.

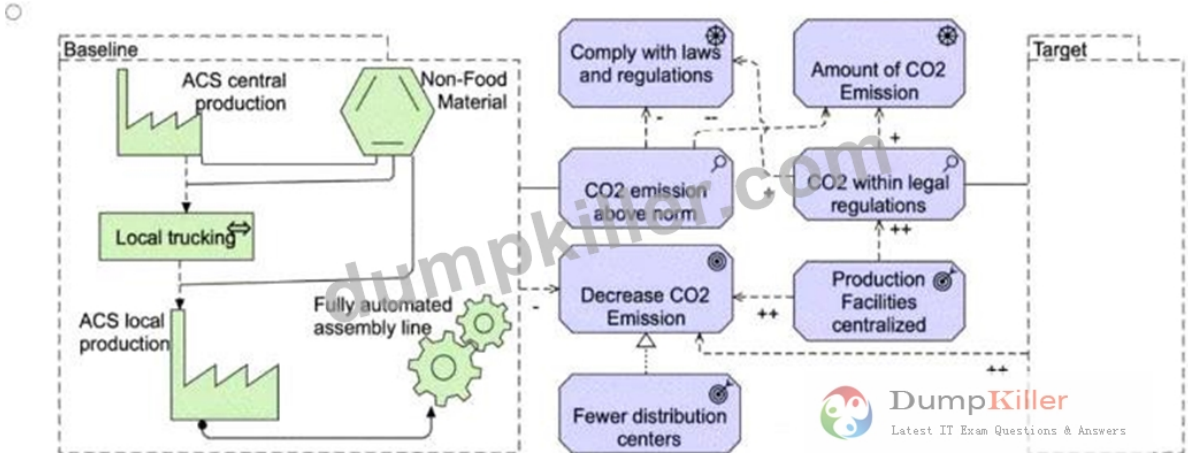
- A.



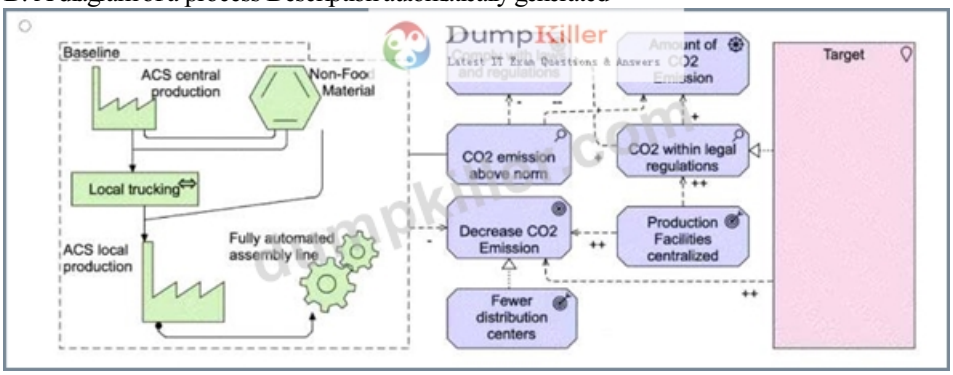
- B.



- C.



- D. A diagram of a process Description automatically generated



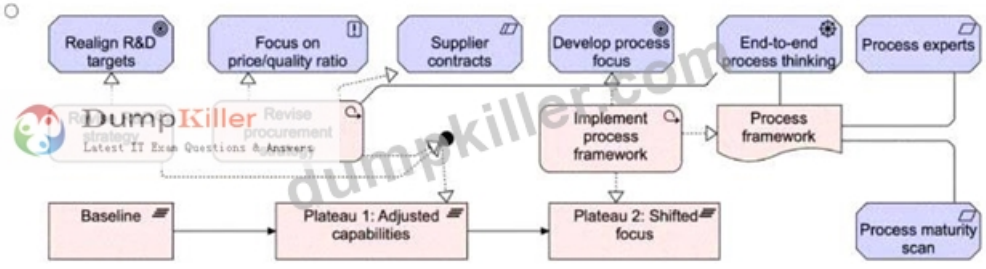
Answer: C

Explanation:
The correct answer isD, as it best describes the transition from the baseline to the target state, including the motivation for changes based on the scenario. Here's a detailed explanation of whyDis the most accurate model:
* Baseline and Target:
* TheBaselinestate in all answers correctly depicts the current structure of ACS's operations, including theACS Central Production,Local Trucking,ACS Local Production, andFully Automated Assembly Line.
* Dcaptures the essential transition from this baseline state to the target state by illustrating how the organization is aiming to decrease CO2 emissions, as required by the new regulations, and how they intend to centralize production facilities.
* Motivation for Changes (Decrease in CO2 Emissions):
* The CEO's plan to reduceCO2 emissionsis a critical driver for change. This is captured clearly in D, which shows the effects ofDecreasing CO2 Emissions,Complying with Laws and Regulations, andCentralizing Production Facilities.
* TheMinistry of Social Welfare and Health's lawmandating CO2 reductions is accurately reflected inD, showing compliance as part of the motivation.
* Dalso depicts the motivation to centralize production facilities, which helps reduce CO2 emissions and aligns with the internal report suggesting that fewer distribution centers can meet ACS's needs effectively.
* Business and Environmental Factors:
* The scenario also points out thatpassenger numbers have decreaseddue to rising ticket prices, which reduces the demand for non-food materials from ACS. This factor is linked to the centralization effort, as reducing the need for distribution centers can reduce costs while still meeting business needs.
* Dreflects this by linkingFewer Distribution CentersandCentralized Production Facilitiesto both decreased emissions and operational efficiency.
* Compliance with Laws and Regulations:
* Dshows a clear connection between compliance withCO2 Emission Lawsand theAmount of CO2 Emissionsgenerated by ACS, which is an essential driver of change in the scenario.
* The need to ensure that emissions are within the legal limit is modeled effectively inD, reflecting the scenario's requirement to meet regulatory expectations by the end of the year.
* Centralization of Production:
* The scenario suggests thatcentralizing productionis one way to reduce emissions and achieve operational efficiency. This is depicted clearly inD, whereProduction Facilities Centralized leads to both fewer distribution centers and a significant decrease in CO2 emissions.
* Dlinks the motivation for fewer distribution centers to environmental sustainability (CO2 reduction) as well as operational

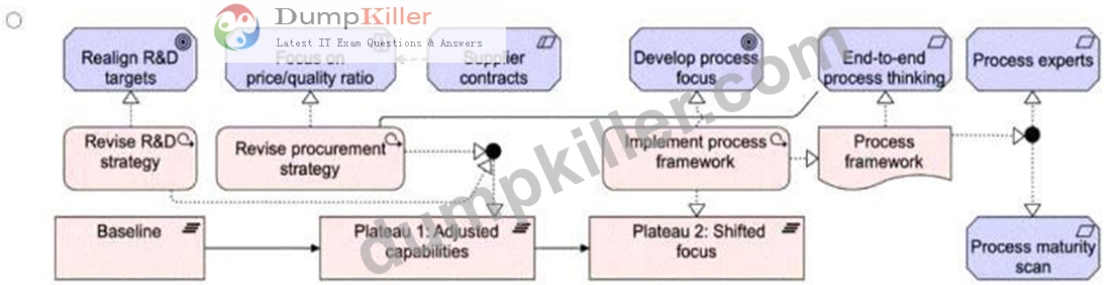
improvements.
* Comprehensive ArchiMate® 3 Compliance:
* Daligns well with ArchiMate® 3 standards. It models theMotivation Elementssuch as goals (e.g., Decrease CO2 Emissions), assessments (e.g.,CO2 Emission Above Norm), and requirements (e.
g.,Comply with Laws and Regulations) accurately.
* The relationships between these motivation elements are correctly depicted using ArchiMate® connectors like influences and associations, ensuring that the transition from baseline to target is clear and fully compliant with ArchiMate® 3 best practices.
Conclusion:AnswerDprovides the best representation of the proposed transition, focusing on the motivations for centralization and reduction of CO2 emissions. It accurately reflects the scenario's requirements, including legal compliance, environmental goals, and operational changes, all while following ArchiMate® 3 modeling standards.

NEW QUESTION # 19
Please read this scenario prior to answering the question
ArchiCar has been a market leader in the premium priced luxury car sector for the last decade. Its product leadership strategy has brought superior products to market, and enabled ArchiCar to achieve premium prices for its cars. This strategy has been widely successful in the past, but recently competitors have been offering comparable products and taking significant market share. The governing board of ArchiCar has identified opportunities in emerging markets where the ArchiCar brand is associated with luxury and high performance products, but is thought to be too expensive for mass-market success. Based on this assessment, the board has made the decision to setup a subsidiary company to mass- produce affordable cars locally. This will be achieved by focusing on a strategy of operational excellence. Such a strategy is ideal for such markets where customers value cost over other factors.
To facilitate this strategic transformation, the project has been divided into multiple phases within a five-year program. The initial phase, known as "Achieving Operational Excellence," is underway. The engineering team has begun devising an action plan to drive the necessary changes and outlining the technological conditions that must be met. The product architect has identified three current capabilities - industry-leading engineering, high-quality materials sourcing, and cutting-edge focussed R&D - along with their contributions to the new production philosophy.
Moving forward, it has been determined that two out of the three current capabilities require revision.
Materials sourcing needs to be adjusted to meet optimization demands, and R&D targets must align with future goals to enable affordable production. Additionally, process engineering is introduced as a fourth capability to shift the company's focus from products to a process-oriented approach.
The Enterprise Architecture team has been tasked with migration planning, and identifying key work packages and deliverables. They have identified two transition states between the current and future scenario.
The first transition aims to adjust
current capabilities, including revising the R&D approach and procurement strategy. The second transition aims to shift from a product-centric mindset to a process-focused approach and adjust materials sourcing accordingly. It is important to consider existing supplier contracts that cannot be immediately canceled during this process.
The Enterprise Architecture team has identified that the second transition must implement a process framework, in order to shift to a process focus and meet a number of requirements, including the requirement for end-to-end process thinking. As this requirement impacts procurement processes, it also impacts the procurement strategy.
Refer to the Scenario
You have been asked to model parts of the overall scenario, including migration planning, the motivations driving the migration, and the work packages necessary to achieve the desired deliverables.
Which of the following answers best describes the scenario?

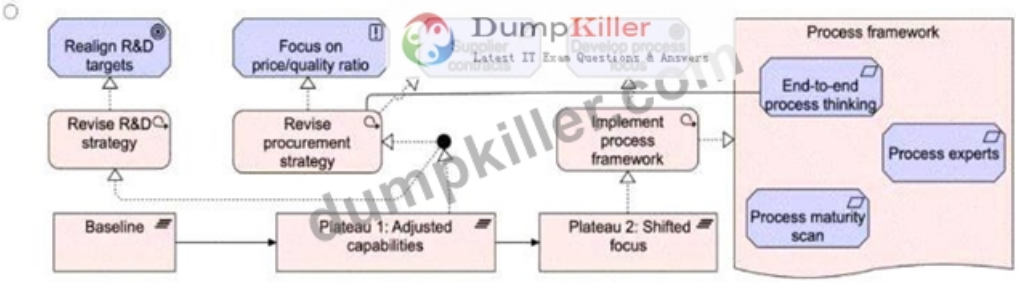
- A. A diagram of a process Description automatically generated



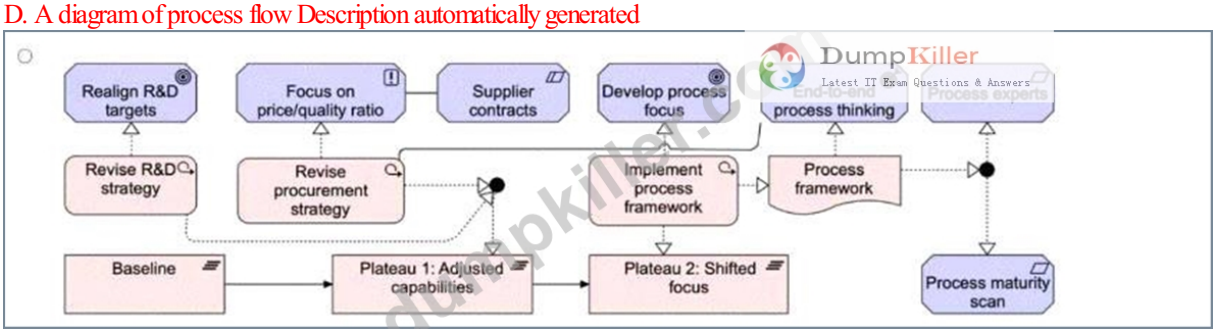
- B. A diagram of a process Description automatically generated



- C. A diagram of a process Description automatically generated



- D. A diagram of process flow Description automatically generated



Answer: D

Explanation:
This scenario involvesmigration planningfor ArchiCar as it transitions from aproduct-centric approachto anoperational excellence strategyfor mass-producing affordable cars in emerging markets. The task is to model the steps involved, includingwork packages,deliverables, and themotivationsdriving the transitions.
Key ArchiMate® 3.2 Concepts Applied:
* Capabilities and Transition Phases:
* The existing capabilities-R&D, material sourcing, and engineering-need to be adjusted to fit the new strategy. In particular:
* Revising R&D targetsto align with the goal of affordable production.
* Revising the procurement strategyto optimize material sourcing.
* Introduction of aprocess focusin the second phase to shift from a product-centered approach to operational excellence.
* Two transition states are identified:
* Plateau 1 (Adjusted Capabilities):Focuses on revising theR&D strategyand procurement strategy.
* Plateau 2 (Shifted Focus):Involves shifting to a process-oriented focus, adjusting material sourcing, and implementing aprocess frameworkto enableend-to-end process thinking.
* Work Packages and Deliverables:
* Work packagesinclude activities such asrevising R&D strategyandprocurement strategy during the first transition, and thendeveloping process focusandimplementing a process frameworkin the second transition.
* These work packages are linked tokey deliverables:
* Plateau 1: Realigning R&D and procurement strategies to achieve adjusted capabilities.
* Plateau 2: Implementing a process framework, shifting to process-orientedthinking, and achieving the operational excellence goals.
* Motivation Elements:
* The migration is driven by a need torealign current capabilities(such as focusing R&D on affordability and optimizing procurement) and a requirement toshift focusfrom product leadership to operational excellence.
* The external driver is the competition and market opportunity in emerging markets, where cost is more critical than luxury.
* Dependencies and Constraints:
* Supplier contracts may impose constraints on how quickly procurement strategies can change, which is considered in the transition planning.

* Theprocess frameworkmust be implemented in a way that supportsend-to-end process thinking
.
Why Option B is Correct:
* Option Baccurately reflects the two transition phases (Plateaus 1 and 2) and shows the appropriate work packages and deliverables in line with the scenario.
* It clearly models the steps forrevising R&D strategyandprocurement strategyin the first transition, and the shift to aprocess focusin the second transition.
* Theprocess frameworkand its link toend-to-end process thinkingand procurement strategy are also correctly modeled, fulfilling the requirements of the scenario.
* Motivationsfor the changes, such as thefocus on the price/quality ratio, and the external drivers for shifting strategy are well captured.
Why Other Options Are Incorrect:
* Option AandOption Cmisrepresent or omit important relationships between work packages, such as the link between theprocess frameworkand theend-to-end process thinking.
* Option Ddoes not correctly capture the sequence of work packages and the logical flow of transitions between phases.
Conclusion:
Option Bprovides the most complete and accurate description of the scenario, correctly illustrating the migration planning,motivations, and thework packagesnecessary to achieve the target state. It aligns well with ArchiMate® 3.2 modeling standards and meets the scenario's requirements.

NEW QUESTION # 20
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