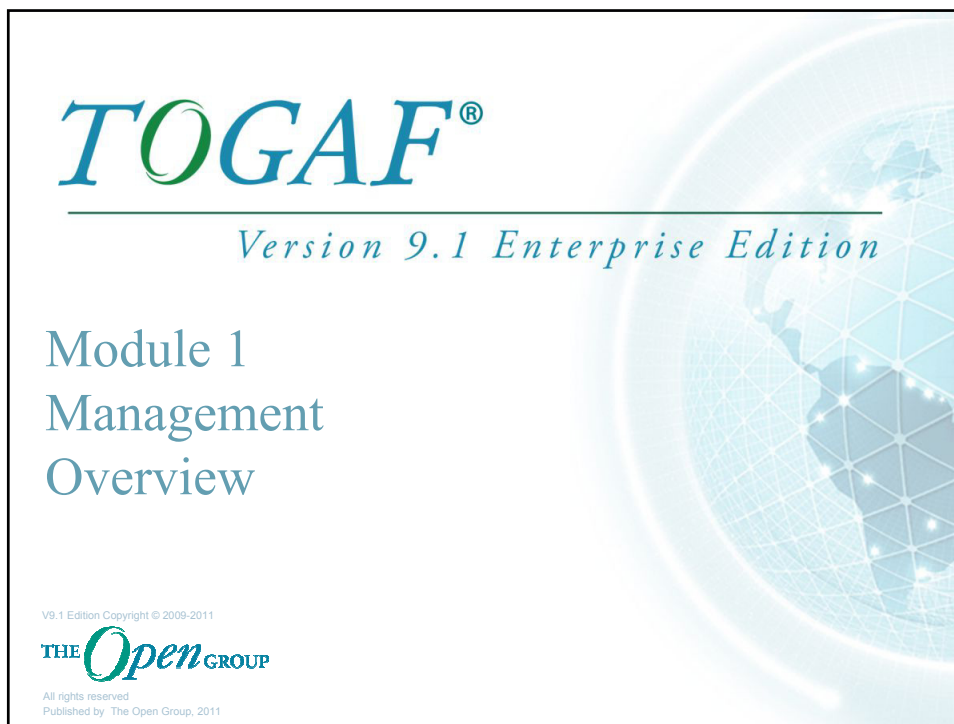
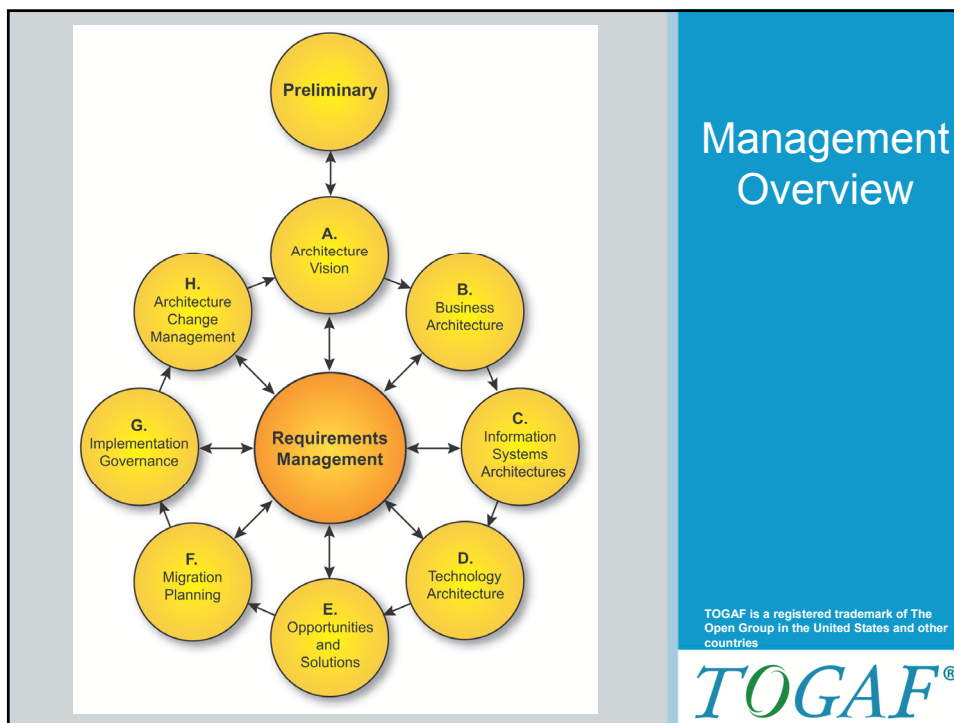


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Module Objectives

- To provide a management overview of TOGAF, an Open Group Standard
 - The Open Group
 - The Architecture Forum
 - Why enterprise architecture
 - Why a framework
 - TOGAF 9.1
 - TOGAF 9 Certification
 - Summary

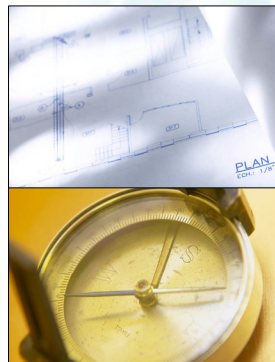
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Agenda

- The Open Group
- The Architecture Forum
- Why Enterprise Architecture
- Why a Framework
- TOGAF 9.1
- TOGAF 9 Certification
- Summary



Slide 4 of 67

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The Open Group ...

- Is an international vendor - and technology – neutral consortium that organizations rely on to lead the development of IT standards and certifications
- Provides guidance and open environment to enable interoperability and vendor-neutrality
- Membership is open to all enterprises, small, medium and large, anywhere in the world

Slide 5 of 67



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Our Vision

Boundaryless Information Flow™

- achieved through **global interoperability**
- in a secure, reliable and timely manner

"Boundaryless does not mean there are no boundaries – it means that boundaries are permeable to enable business."

Slide 6 of 67



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Our Mission



The mission of The Open Group is to drive the creation of Boundaryless Information Flow™ achieved by:

- Working with customers to capture, understand and address current and emerging requirements, establish policies, and share best practices;
- Working with suppliers, consortia and standards bodies to develop consensus and facilitate interoperability, to evolve and integrate specifications and open source technologies;
- Offering a comprehensive set of services to enhance the operational efficiency of consortia; and
- Developing and operating the industry's premier certification service and encouraging the procurement of certified products.

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Slide 7 of 67

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Tackling Boundaryless Information Flow	White Papers	Standards	Product & service certification	People & professional certification
Enterprise Architecture	✓	✓	✓	✓
Cloud Computing	✓	✓	✓	✓
Interoperability	✓	✓	✓	✓
Portability of applications	✓	✓	✓	✓
Real-time and Embedded Systems	✓	✓	✓	✓
Security, compliance, identity and risk management	✓	✓	✓	✓
Service Oriented Architecture	✓	✓	✓	✓
Trusted technology	✓	✓	✓	✓

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Slide 8 of 67

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Activities

- Governing Board work groups
 - Open CA Work Group
 - Open CITS Work Group
 - UNIX Work Group
- Member Forums
 - Architecture ArchiMate®
 - Enterprise Management, Platform
 - Real Time & Embedded, Security and Identity Management
 - Trusted Technology Forum, Jericho Forum
- Work Groups
 - Business Architecture
 - Cloud Computing
 - Quantum Lifecycle
 - Semantic Interoperability, including Universal Data Element Framework (UDEF)
 - Service Oriented Architecture (SOA)



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Forums/Work Areas of The Open Group

- Meeting points for Suppliers and Buyers
- Each Forum is effectively an autonomous consortium operating within The Open Group
 - Direction determined by members
 - Outputs approved by members
 - Must obey some rules to respect anti-trust legislation
- Forums initiate new areas of work, often in partnership with other Forums
 - ...leading to industry standards
 - ...leading to certification programs based on those standards

Slide 10 of 67

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How members work

- Mostly virtual
 - E-mail, teleconference, web conference
- Collaboration infrastructure
 - Track activities for projects, forums etc
- Quarterly Global Member Meetings
- Local Member Meetings

Key Deliverables

- Open Standards
 - Professional
 - Process and methodology
 - Software, technical
- Certification of conformance to standards
- Conferences and events – global and local

Slide 11 of 67



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Why “Customers” join

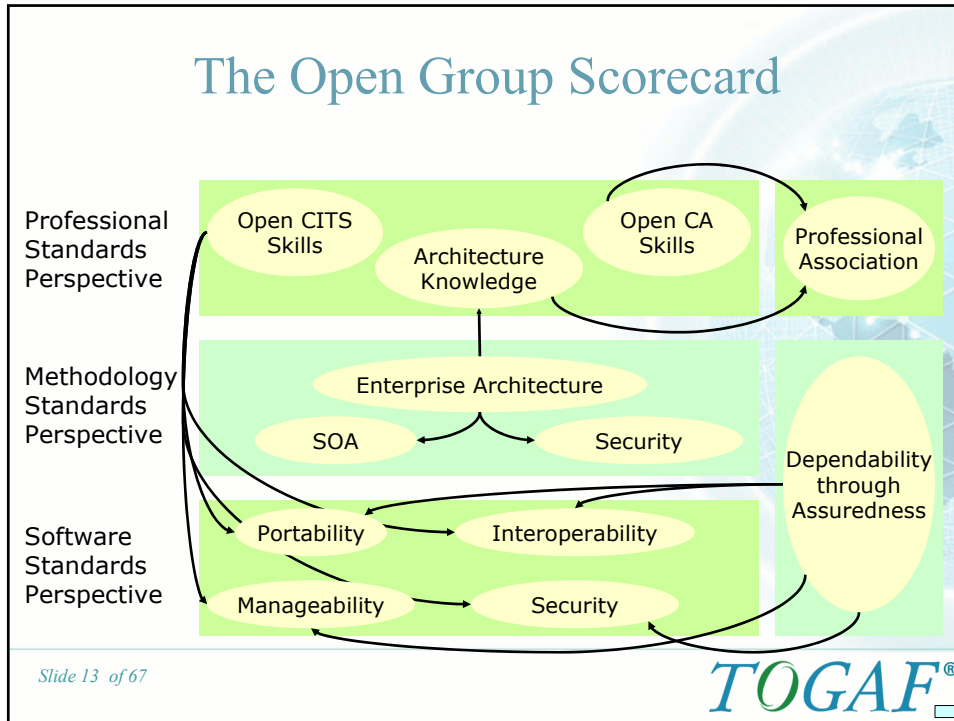
- We can build relationships with peers in our or other industries and share knowledge
- **We can talk to suppliers in a non-selling environment**
- We can influence the priorities being addressed by the industry
- **We have early access to the solutions being developed to address our urgent issues**
- We can track forums, work groups, projects and activities that are relevant to our enterprise



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Architecture Forum – Mission

- The mission of The Open Group Architecture Forum is to advance The Open Group vision of *Boundaryless Information Flow*, for and between enterprises,
- Through a set of programs that focus on all architectural aspects, including:
 - Providing broad and deep leadership to the EA community
 - Validating, publishing, fostering, and maintaining best practices for EA
 - Developing, organizing, researching, and publishing thought leaders in EA
 - Initiating and managing programs and projects to support these activities

Slide 15 of 67

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Stakeholders and Value

- Customer Architects
 - reduced time, cost, risk
- Tools Vendors
 - bigger market, bigger market share
- IT Solution Vendors
 - greater cost-efficiency
- Integrators
 - greater cost-efficiency, better service
- Academic /Research Organizations
 - funding support

Slide 16 of 67

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Agenda

- The Open Group
- The Architecture Forum
- **Why Enterprise Architecture**
- Why a Framework
- TOGAF 9
- TOGAF 9 Certification
- Summary



Slide 17 of 67

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What is an Enterprise?

- A collection of organizations that share a common set of goals
 - Government agency
 - Part of a corporation
 - Corporation
- Large corporations may comprise multiple enterprises
- May be an “extended enterprise” including partners, suppliers and customers

Slide 18 of 67

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What is an Architecture?



- An Architecture is the fundamental organization of something, embodied in:
 - its components,
 - their relationships to each other and the environment,
 - and the principles governing its design and evolution.

Adapted from ANSI/IEEE Standard 1471-2000

Slide 19 of 67

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What is Enterprise Architecture?



Enterprise Architecture is:

- The organizing logic for business processes and IT infrastructure reflecting the integration and standardization requirements of the firm's operating model. [1]
- A conceptual blueprint that defines the structure and operation of an organization. The intent of an enterprise architecture is to determine how an organization can most effectively achieve its current and future objectives. [2]

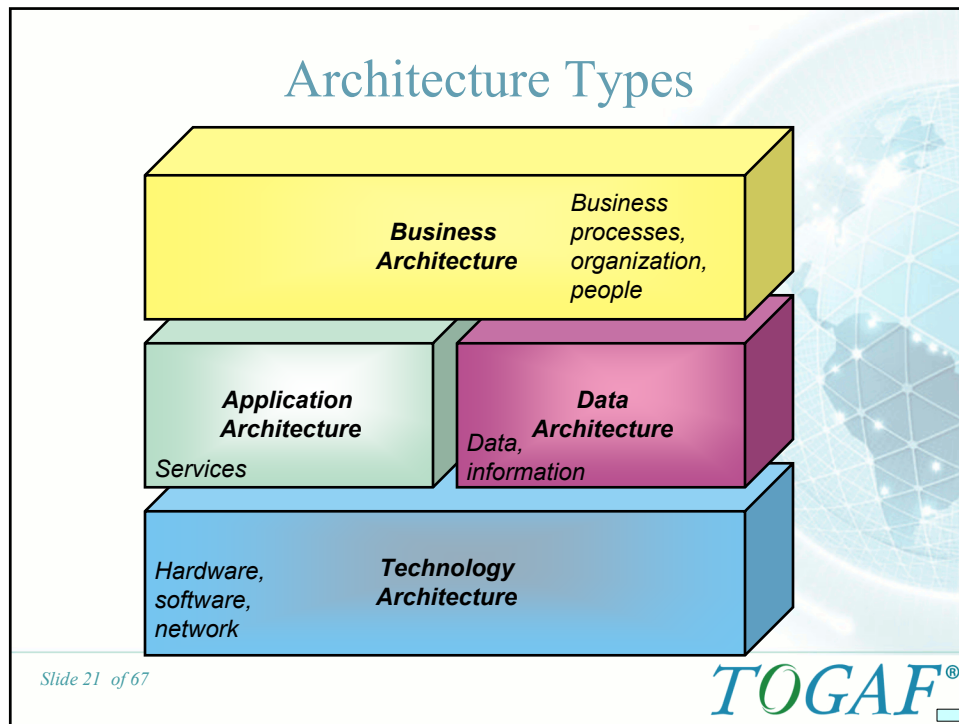
[1] MIT Center for Information Systems Research

[2] SearchCIO.com

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Why Enterprise Architecture?

- Effective management and exploitation of information through IT is key to business success
- Good information management = competitive advantage
- Current IT systems do not really meet the needs of business
 - Fragmented, duplicated
 - Poorly understood
 - Not responsive to change
- Investment in Information Technology
 - Focussed on system maintenance
 - Tactical developments rather than a strategic plan

Slide 22 of 67


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Why Enterprise Architecture?

- Two key reasons why you need an enterprise architecture:
 - Critical to business survival and success
 - Enables managed innovation within the enterprise

Slide 23 of 67




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Pressure to develop Enterprise Architecture

- Laws and regulations
 - Clinger-Cohen Act (US Information Technology Management Reform Act 1996)
 - EU Directives on the Award of Public Contracts
 - Sarbanes-Oxley
- More extended enterprises
- More co-operative IT operations
- Greater publicity to failures
- Increase in litigation
- Audit requirements

Slide 24 of 67




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Business Benefits of Enterprise Architecture

- It helps an organization achieve its business strategy
- Faster time to market for new innovations and capabilities
- More consistent business processes and information across business units
- More reliability and security, less risk

Source: "Why Enterprise Architecture Matters?", The Open Group White Paper, W076

Slide 25 of 67




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Business Benefits of Enterprise Architecture

- A more efficient business operation
- A more efficient IT operation
- Better return on existing investment,
- Reduced risk for future investment
- Faster, simpler, and cheaper procurement

See also: "Why Enterprise Architecture Matters?", The Open Group White Paper, W076

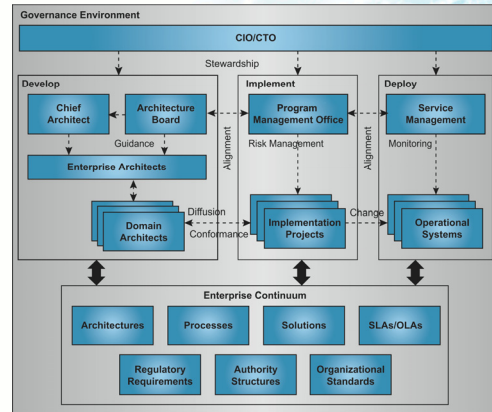
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The Importance of Governance

- An Enterprise Architecture is only as good as the decision making framework that is established around it → "governance" framework
- The Governance Framework depends on
 - Clear authority structure
 - The right participants



Slide 27 of 67

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What do we mean by Governance?

- The way in which decisions are made
- Who is responsible?
- Who is involved?
- Who is accountable?

Slide 28 of 67

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Agenda

- The Open Group
- The Architecture Forum
- Why Enterprise Architecture
- **Why a Framework**
- TOGAF 9
- TOGAF 9 Certification
- Summary



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What is an Architecture Framework?

- **Definition 3.13: Architecture Framework**
 - *A conceptual structure used to develop, implement and sustain an enterprise architecture*
- It should describe a method for designing target state of the enterprise in terms of a set of building blocks, and for showing how the building blocks fit together
- It should contain a set of tools and provide a common vocabulary
- It should also include a list of recommended standards and compliant products that can be used to implement the building blocks

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Slide 30 of 67

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The Value of a Framework

- Provides a practical starting point for an Architecture Project
 - Avoids the initial panic when the scale of the task becomes apparent
 - Systematic – “Codified common sense”
 - Captures what others have found to work in real life
 - Contains a Baseline set of resources for reuse

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Enterprise Architecture Development Method

A comprehensive general method

Complementary to, not competing with, other frameworks

Widely adopted in the market

Tailorable to meet an organization and industry needs

Available under a free perpetual license

Vendor, tool and technology neutral open standard

Avoids re-inventing the wheel

Business IT alignment

Based in best practices

Possible to participate in the evolution of the framework

Slide 32 of 67 **TOGAF®**

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Agenda

- The Open Group
- The Architecture Forum
- Why Enterprise Architecture
- Why a Framework
- **TOGAF 9.1**
- TOGAF 9 Certification
- Summary



Slide 33 of 67

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TOGAF Origins

- A customer initiative
- A framework, not an architecture
 - A generic framework for developing architectures to meet different business needs
 - Not a “one-size-fits-all” architecture
- Originally based on TAFIM (U.S. DoD)

Slide 34 of 67


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TOGAF Development

1994	Requirement	Proof of need
1995	TOGAF Version 1	Proof of concept
1996	TOGAF Version 2	Proof of application
1997	TOGAF Version 3	Relevance to practical architectures (building blocks)
1998	TOGAF Version 4	Enterprise Continuum (TOGAF in context)
1999	TOGAF Version 5	Business Scenarios (architecture requirements)
2000	TOGAF Version 6	Architecture Views (IEEE Std 1471)

Slide 35 of 67




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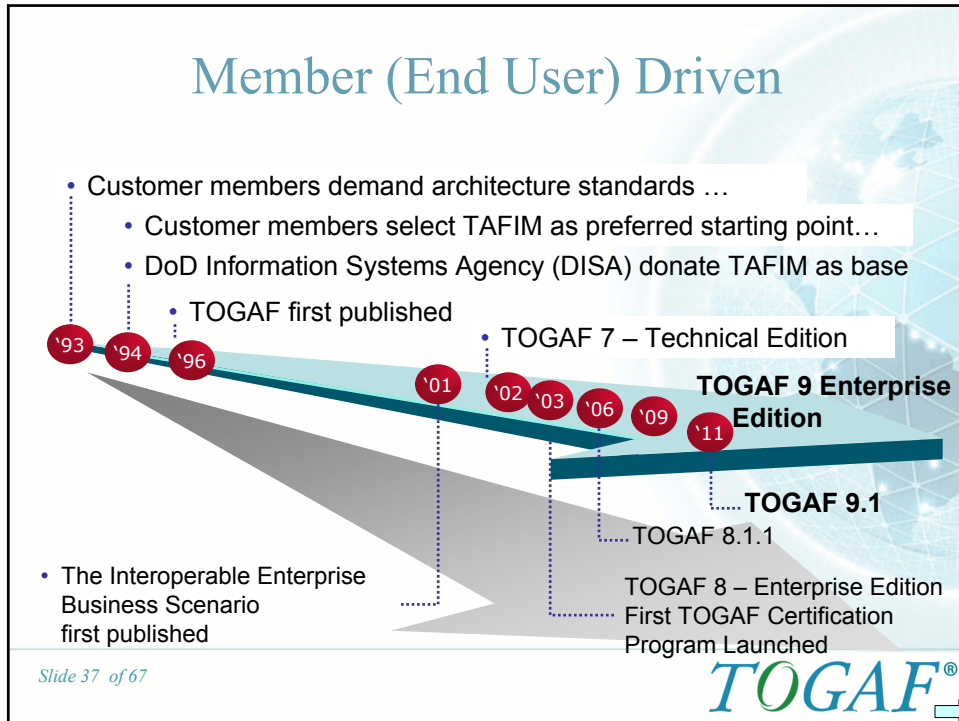
TOGAF Development

2001	TOGAF Version 7	Architecture Principles; Compliance Reviews
2002	TOGAF Version 8	Extension to Enterprise Architecture
2003	TOGAF Version 8.1	Requirements Management; Governance; Maturity Models; Skills Framework
2006	TOGAF Version 8.1.1	Technical Corrigendum 1 applied
2009	TOGAF Version 9	Evolutionary restructure; Architecture Content Framework
2011	TOGAF Version 9.1	Technical Corrigendum 1 applied

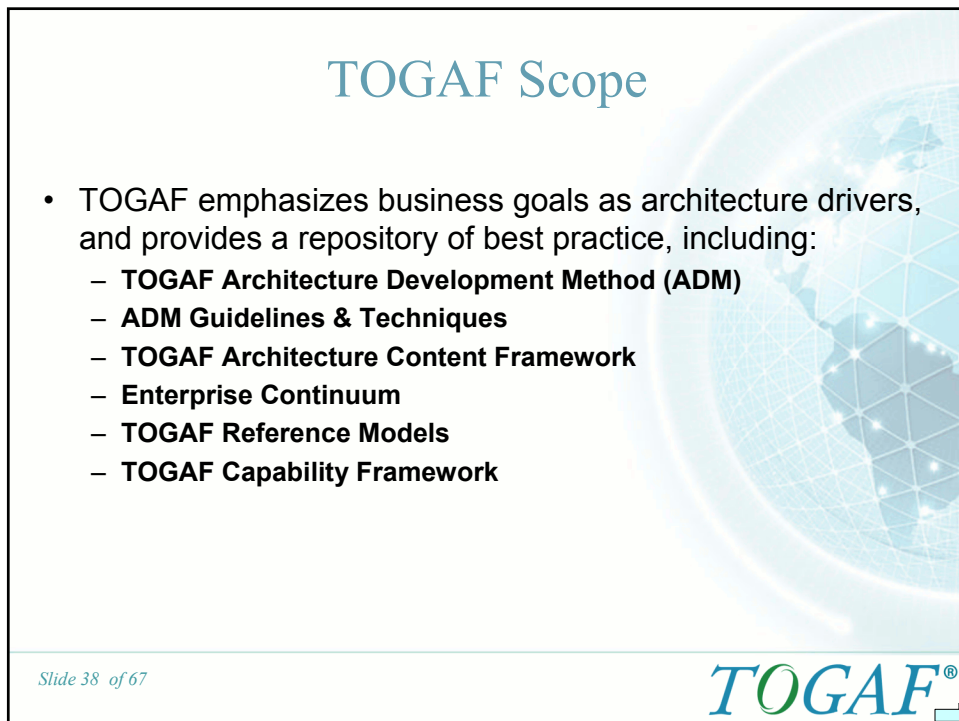
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TOGAF Goals

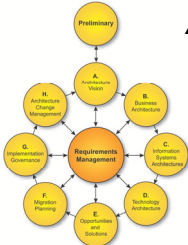
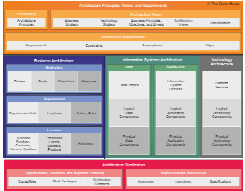
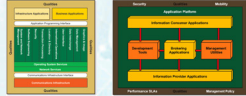
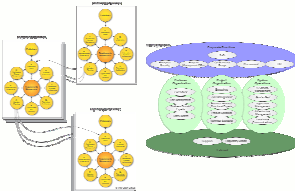
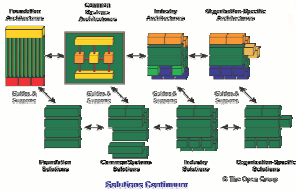
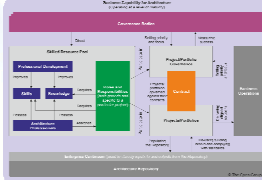
- Long-term:
 - An industry standard, generic enterprise architecture method....
 -usable on its own or in conjunction with frameworks having products relevant/specific to particular sectors.
 - Several frameworks have mind share:
 - Zachman, Spewak, DoD Framework, FEAF, TEAF, ...
 - Almost all focus on products, not method
 - TOGAF and.... (not TOGAF or....)
- Version 9:
 - An evolution from TOGAF 8.1.1. Closer alignment with the business. Restructuring for ease of use. Overall structure and core method for enterprise architecture that can be filled out in future years.

Slide 39 of 67

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TOGAF 9 Components

 <p>ADM</p>	<p>Architecture Content Framework</p> 	<p>Reference Models</p> 
<p>ADM Guidelines & Techniques</p> 	<p>Enterprise Continuum</p> 	<p>Architecture Capability Framework</p> 

Slide 40 of 67


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TOGAF 9.1 Standard

Part I - Introduction
Preface, Executive Overview, Core Concepts, Definitions and Release Notes
Part II - Architecture Development Method
Introduction to ADM
ADM Phase Narratives
Part III - ADM Guidelines and Techniques
Guidelines for Adapting the ADM Process
Techniques for Architecture Development
Part IV - Architecture Content Framework
Architecture Content Metamodel
Architectural Artifacts
Architecture Deliverables
Building Blocks
Part V - Enterprise Continuum and Tools
Enterprise Continuum
Architecture Partitioning
Architecture Repository
Tools for Architecture Development
Part VI - TOGAF Reference Models
Foundation Architecture: Technical Reference Model
Integrated Information Infrastructure Reference Model
Part VII - Architecture Capability Framework
Architecture Board
Architecture Compliance
Architecture Contracts
Architecture Governance
Architecture Maturity Models
Architecture Skills Framework

Slide 41 of 67




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TOGAF 9 Components

- Architecture Development Method (ADM)
 - An iterative sequence of steps to develop an enterprise-wide architecture
- ADM Guidelines and Techniques
 - Guidelines and techniques to support the application of the ADM
- Architecture Content Framework
 - A detailed model of architectural work products, including deliverables, artifacts within deliverables, and the Architecture Building Blocks (ABBs) that deliverables represent.

Slide 42 of 67



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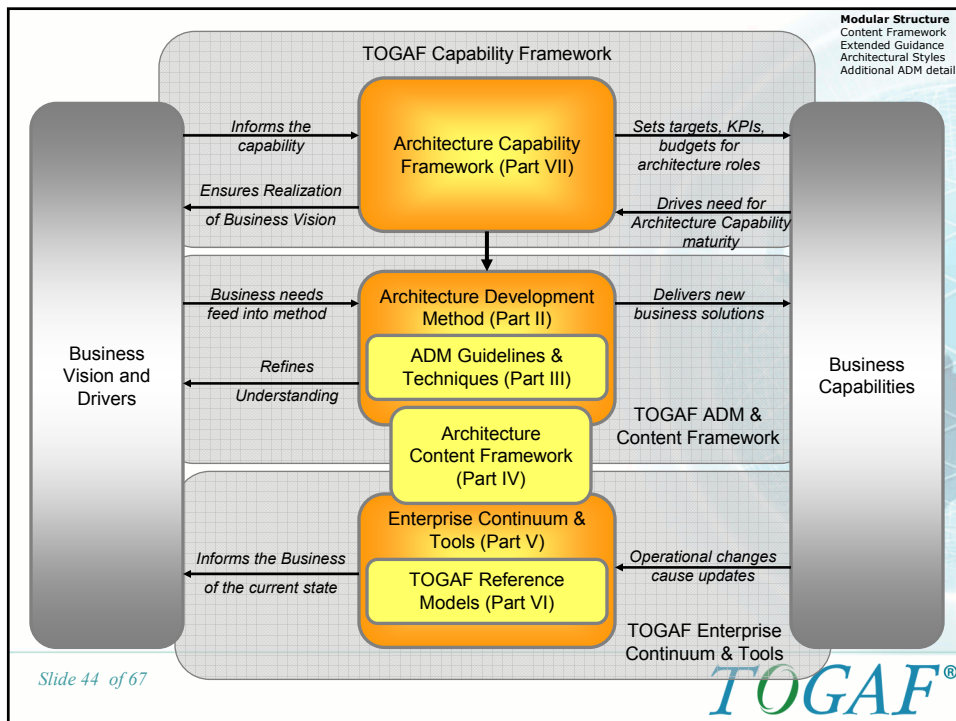
TOGAF 9 Components

- The Enterprise Continuum
 - A model for structuring a virtual repository and methods for classifying architecture and solution artifacts
- TOGAF Reference Models:
 - The TOGAF **Technical Reference Model** (TRM)
 - The **Integrated Information Infrastructure Model** (III-RM).
- The Architecture Capability Framework
 - A structured definition of the organizations, skills, roles and responsibilities to establish and operate an Enterprise Architecture.

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ADM – Basic Principles

An iterative method, over the whole process, between phases and within phases

Each iteration = new decisions:

- Enterprise coverage
- Level of detail
- Time horizon

Architecture asset re-use:

- previous ADM iterations
- other frameworks, system models, industry models,...

Decisions based on:

- Competence / resource availability
- Value accruing to the enterprise.

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ADM – Basic Principles

Every phase is validated against and validates the current requirements of the business

Slide 46 of 67

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Preliminary Phase

- This phase includes the preparation and initiation activities to create an Architecture Capability
 - Understand business environment
 - High level management commitment
 - Agreement on scope
 - Establish principles
 - Establish governance structure
 - Customization of TOGAF

Slide 47 of 67

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Phase A Architecture Vision

- Initiates one iteration of the architecture process
 - Sets scope, constraints, expectations
 - Required at the start of every architecture cycle
- Create the Architecture Vision
- Validates business context
- Creates Statement of Architecture work

Slide 48 of 67

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Phase B Business Architecture

- The fundamental organization of a business, embodied in
 - its business processes and people,
 - their relationships
 - to each other and the environment,
 - and the principles governing its design and evolution
- Shows how the organization meets its business goals

Slide 49 of 67

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Business Architecture - Contents

- Organization structure
- Business goals and objectives
- Business functions
- Business Services
- Business processes
- Business roles
- Correlation of organization and functions.

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Business Architecture - Steps

1. Select reference models, viewpoints and tools
2. Define Baseline Architecture Description
3. Define Target Architecture Description
4. Perform gap analysis
5. Define candidate roadmap components
6. Conduct formal stakeholder review
7. Finalize the Architecture
8. Create Architecture Definition Document

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Phase C Information Systems Architectures

- The fundamental organization of an IT system, embodied in
 - The major types of information and applications that process them
 - relationships to each other and the environment, and the principles governing its design and evolution
- Shows how the IT systems meets the business goals of the enterprise

Continued

Slide 52 of 67 **TOGAF®**

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Data or Applications first ?

The diagram shows the TOGAF Architecture Development Method (ADM) cycle. At the center is 'Requirements Management'. Surrounding it are phases: A. Architecture Vision, B. Business Architecture, C. Information Systems Architectures (highlighted in yellow), D. Technology Architecture, E. Opportunities and Solutions, F. Migration Planning, G. Implementation Governance, and H. Architecture Change Management. Above the cycle is 'Preliminary'. Arrows indicate bidirectional relationships between adjacent phases and between Requirements Management and all other phases.

- It is usually necessary to address both
 - Not always the case, depending on project scope and constraints
- May be developed in either order, or in parallel
 - Theory suggests Data Architecture comes first
 - Practical considerations may mean that starting with Application Architecture may be more efficient
- There will need to be some iteration to ensure consistency

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Phase D Technology Architecture

The diagram shows the TOGAF Architecture Development Method (ADM) cycle. At the center is 'Requirements Management'. Surrounding it are phases: A. Architecture Vision, B. Business Architecture, C. Information Systems Architectures, D. Technology Architecture (highlighted in yellow), E. Opportunities and Solutions, F. Migration Planning, G. Implementation Governance, and H. Architecture Change Management. Above the cycle is 'Preliminary'. Arrows indicate bidirectional relationships between adjacent phases and between Requirements Management and all other phases.

- The fundamental organization of an IT system, embodied in
 - its hardware, software and communications technology
 - their relationships to each other and the environment,
 - and the principles governing its design and evolution

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Slide 54 of 67

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Phase E Opportunities and Solutions

- Perform initial implementation planning
- Identify the major implementation projects
- Determine if an incremental approach is required, if so define Transition Architectures
- Decide on approach
 - Make v Buy v Re-Use
 - Outsource
 - COTS
 - Open Source
- Assess priorities
- Identify dependencies

Slide 55 of 67

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Phase F Migration Planning

- For work packages and projects identified in Phase E perform
 - Cost/benefit analysis
 - Risk assessment
- Finalize a detailed Implementation and Migration Plan

Slide 56 of 67

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Phase G Implementation Governance

- Provide architectural oversight for the implementation.
- Defines architecture constraints on implementation projects
- Govern and manage an Architecture contract
- Monitors implementation work for conformance
- Produce a *Business Value Realization*.

Slide 57 of 67

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Phase H Architecture Change Management

- Provide continual monitoring and a change management process
- Ensures that changes to the architecture are managed in a cohesive and architected way
- Establishes and supports the Enterprise Architecture to provide flexibility to evolve rapidly in response to changes in the technology or business environment
- Monitors the business and capacity management.

Slide 58 of 67

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Agenda

- The Open Group
- The Architecture Forum
- Why Enterprise Architecture
- Why a Framework
- TOGAF 9.1
- **TOGAF 9 Certification**
- Summary



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TOGAF Certification

Certification Level	Purpose
TOGAF 9 Foundation	To provide validation that the candidate has gained knowledge of the terminology and basic concepts of TOGAF 9 and understands the core principles of Enterprise Architecture and TOGAF
TOGAF 9 Certified	To provide validation that in addition to knowledge and comprehension, the candidate is able to analyze and apply knowledge of TOGAF


Slide 60 of 67 **TOGAF®**

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TOGAF Foundation Target Audience

- Individuals who require a basic understanding of TOGAF 9
- Professionals who are working in roles associated with an architecture project such as those responsible for planning, execution, development, delivery and operation
- Architects who are looking for a first introduction to TOGAF 9
- Architects who want to achieve Level 2 certification in a stepwise approach.

Slide 61 of 67




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TOGAF Certified Target Audience

- Individuals who require a deeper understanding of TOGAF 9;
- Professionals who are working in an organization where TOGAF 9 has been adopted and who need to participate in architecture projects and initiatives;
- Architects who will be responsible for developing architecture artifacts;
- Architects who wish to introduce TOGAF 9 into an architecture practice;
- Architects who want to achieve a recognized qualification to demonstrate their detailed knowledge of TOGAF 9.

Slide 62 of 67



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Some Figures about TOGAF

- Developed by 300+ organisations worldwide involved in its development
 - Large IT users
 - IT vendors
 - System Integrators
 - Academics
- Used in major IT projects worldwide
 - IBM, HP, Sun, Infosys,
- Community of knowledgeable TOGAF practitioners
 - More than 16000 certified
- Supported by Architecture Tools

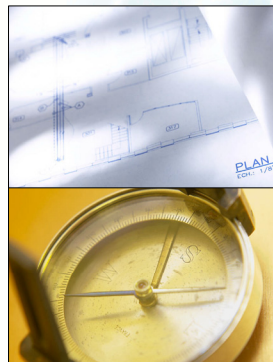
Slide 63 of 67

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Agenda

- The Open Group
- The Architecture Forum
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- Why a Framework
- TOGAF 9.1
- TOGAF 9 Certification
- **Summary**



Slide 64 of 67

TOGAF®

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TOGAF 9 Summary

- An effective, industry standard framework and method for enterprise architecture.
- Complementary to, not competing with, other enterprise frameworks
- A repository of best practice
 - “Demystifies” architecture development
- Vendor, tool, and technology neutral
- A framework and method for achieving the “Boundaryless Information Flow” vision

Slide 65 of 67

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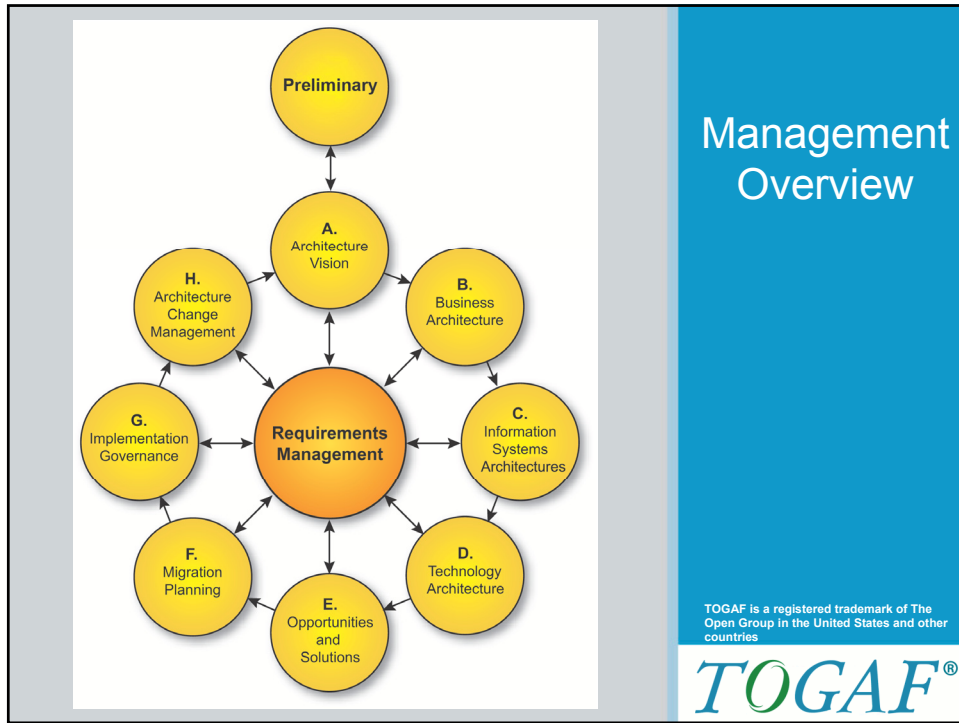
For More Information . . .

- The TOGAF Web Site
 - <http://www.opengroup.org/togaf/>
- The Architecture Forum
 - <http://www.opengroup.org/architecture/>
- TOGAF Version 9.1 on-line
 - <http://www.opengroup.org/architecture/togaf9-doc/arch/>
- TOGAF Version 9.1 licensing and downloads
 - <http://www.opengroup.org/togaf/>

Slide 66 of 67

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