The-Open-Group

Exam Questions OGEA-103

TOGAF Enterprise Architecture Combined Part 1 and Part 2 Exam

NEW QUESTION 1
- (Topic 1)
What provides context for architecture work, by describing the needs and ways of working employed by the enterprise?

A. Architecture Contracts
B. Business principles business goals, and business drivers
C. Strategy and vision
D. Stakeholder needs

Answer: B

Explanation:
 Business principles business goals, and business drivers provide context for architecture work, by describing the needs and ways of working employed by the enterprise. They define what the enterprise wants to achieve, how it wants to operate, and what factors influence its decisions and actions. Reference: The TOGAF® Standard | The Open Group Website, Section 3.2 Preliminary Phase.

NEW QUESTION 2
- (Topic 1)
Consider the following statements
1 A whole corporation or a division of a corporation
2 A government agency or a single government department
3 Partnerships and alliances of businesses working together such as a consortium or supply chain
What are those examples of according to the TOGAF Standard?

A. Enterprises
B. Business Units
C. Organizations
D. Architectures Scopes

Answer: A

Explanation:
 Enterprises are examples of the scope of an architecture according to the TOGAF Standard. An enterprise is defined as any collection of organizations that has a common set of goals and/or a single bottom line. Enterprises can be whole corporations or divisions of a corporation, government agencies or single government departments, partnerships and alliances of businesses working together, etc. Reference: The TOGAF® Standard | The Open Group Website, Section 2.1 Core Concepts.

NEW QUESTION 3
- (Topic 1)
Which of the following best describes a purpose of the Gap Analysis technique?

A. To validate non-functional requirements
B. To establish quality metrics for the architecture
C. To determine service levels for the architecture
D. To identify missing functions

Answer: D

Explanation:
 Gap analysis is a technique that is used to validate an architecture by highlighting the shortfall between the Baseline Architecture and the Target Architecture. One of the purposes of gap analysis is to identify missing functions that are either deliberately omitted, accidentally left out, or not yet defined in the Target Architecture. Missing functions are marked as gaps that need to be filled by developing or procuring the building blocks.

NEW QUESTION 4
- (Topic 1)
Consider the following statement.
Projects may cycle between ADM phases, in planned cycles covering multiple phases. What does it illustrate?

A. Requirements management
B. Iteration
C. Implementation governance
D. Enterprise Architecture

Answer: B

Explanation:
 The statement "Projects may cycle between ADM phases, in planned cycles covering multiple phases" illustrates the concept of iteration, which is the process of repeating the ADM phases or steps within a phase to refine the architecture outputs and address the changing requirements and stakeholder concerns. Iteration can occur at different levels of granularity and scope, such as within a single phase, across multiple phases, or across the entire ADM cycle. Iteration can also be applied to different architecture domains, such as business, data, application, and technology. Iteration is a key feature of the ADM that enables the development of architectures that are fit for purpose, adaptable, and responsive to change. References: : The TOGAF Standard, Version 9.2, Part III: ADM Guidelines and Techniques, Chapter 24: Applying Iteration to the ADM

NEW QUESTION 5
- (Topic 1)
Which ADM phase focuses on defining the problem to be solved, identifying the stakeholders, their concerns, and requirements?

A. Phase
B. Preliminary Phase
C. Phase
D. Phase A

Answer: D

Explanation:
 Phase A: Architecture Vision is the first phase of the Architecture Development Method (ADM) cycle, which is the core of the TOGAF standard. The main purpose of this phase is to define the scope and approach of the architecture development, and to create the Architecture Vision, which is a high-level description of the desired outcomes and benefits of the proposed architecture. To achieve this purpose, this phase focuses on defining the problem to be solved, identifying the stakeholders, their concerns, and requirements, and establishing the business goals and drivers that motivate the architecture work. This phase also involves obtaining the approval and commitment of the sponsors and other key stakeholders, and initiating the Architecture Governance process. References: : The TOGAF Standard, Version 9.2, Part II: Architecture Development Method (ADM), Chapter 5: Introduction to the ADM : The TOGAF Standard, Version 9.2, Part II: Architecture Development Method (ADM), Chapter 18: Phase A: Architecture Vision
: The TOGAF Standard, Version 9.2, Part II: Architecture Development Method (ADM), Chapter 18.3: Inputs : The TOGAF Standard, Version 9.2, Part II: Architecture Development Method (ADM), Chapter 18.4: Steps

NEW QUESTION 6
- (Topic 1)
Complete the sentence. When considering agile development, Architecture to Support Portfolio will identify what products the Enterprise needs, the boundary of the products, and what constraints a product owner has; this defines the Enterprise's

A. risk tolerance
B. business continuity
C. backlog
D. operating model

Answer: C

Explanation:
 When considering agile development, Architecture to Support Portfolio will identify the necessary products for the enterprise, define their boundaries, and outline the constraints for a product owner. This process directly relates to defining the enterprise's backlog, which in agile methodologies, is a prioritized list of work for the development team that is derived from the roadmap and its requirements.

NEW QUESTION 7
- (Topic 1)
Which statement best describes iteration and the ADM?

A. The ADM is iterative within the first cycle and then between phases
B. The level of detail is defined once and applies to all iterations
C. The ADM is sequential Iteration is applied within phases
D. The ADM is iterative, over the whole process between phases and within phases
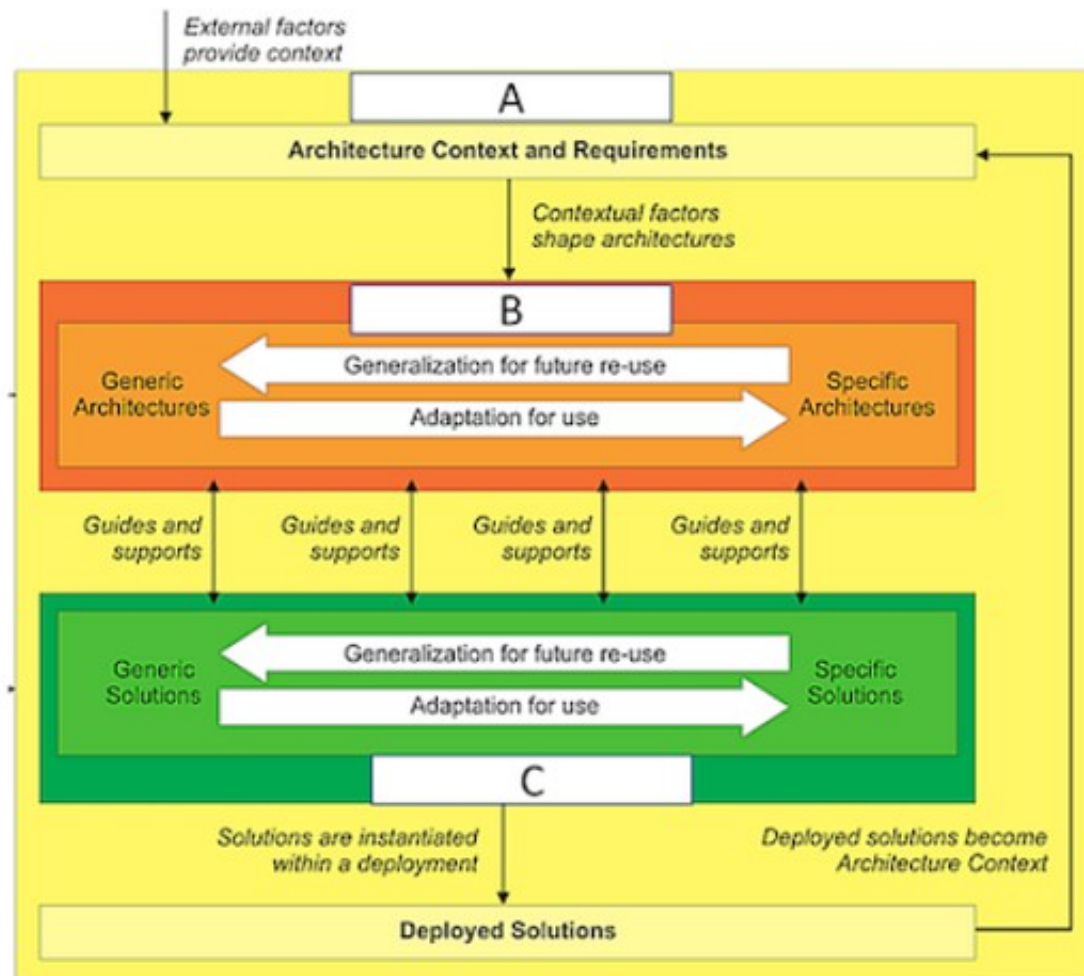
Answer: D

Explanation:
 This statement best describes iteration and the ADM. The ADM is iterative over the whole process between phases and within phases because it allows for feedback loops and refinements at any point in the architecture development and transition process. Iteration enables architects to address changing requirements, assumptions, constraints, and environments; to validate and improve architectures; to manage risks and issues; and to ensure stakeholder satisfaction and value realization. Reference: The TOGAF® Standard | The Open Group Website, Section 3.1 Introduction to the ADM.

NEW QUESTION 8
- (Topic 1)
Consider the illustration.

What are the items labelled A, B and C?

A. A-Enterprise Continuum, B-Architecture Continuum, C-Solutions Continuum
B. A-Enterprise Architecture, B-Architecture Building Blocks, C-Solutions Building Blocks
C. A-Architecture Vision, B-Business Architecture, C-Information Systems Architecture
D. A-Enterprise Strategic Architecture, B-Segment Architecture, C-Solutions Architecture

Answer: A

Explanation:
 The illustration shows the relationship between the Enterprise Continuum, the Architecture Continuum, and the Solutions Continuum, which are key concepts in the TOGAF framework. TheEnterprise Continuum is a view of the Architecture Repository that shows how generic foundation architectures can be leveraged and specialized to support the requirements of an individual organization. The Architecture Continuum specifies a structured classification for architectural artifacts, such as models, patterns, and descriptions, that can be reused and adapted across different domains and levels of abstraction. The Solutions Continuum identifies implemented solutions that support various stages of business and IT capability evolution, such as common systems, industry solutions, and organization-specific solutions. The illustration also shows how the architecture context and requirements are influenced by external factors, such as business drivers, stakeholders, and standards, and how they shape the generic and specific architectures and solutions. The illustration also shows how the deployed solutions become part of the architecture context for future iterations of the architecture development cycle. References:
•TOGAF Standard, 10th Edition, Part II: Architecture Development Method, Chapter 6: Architecture Repository, Section 6.2 Enterprise Continuum.
•TOGAF Standard, 10th Edition, Part IV: Architecture Content Framework, Chapter 35: Enterprise Continuum and Tools, Section 35.1 Introduction.

NEW QUESTION 9
- (Topic 1)
Which of the following best describes the purpose of the Architecture Requirements Specification?

A. It contains an assessment of the current architecture requirements
B. It provides a set of statements that outline what a project must do to comply with the architecture
C. It is sent from the sponsor and triggers the start of an architecture development cycle
D. It defines the scope and approach to complete an architecture project

Answer: B

Explanation:
 The Architecture Requirements Specification is one of the TOGAF deliverables that provides a set of quantitative statements that outline what an implementation project must do in order to comply with the architecture12. It is a companion to the Architecture Definition Document, which provides a qualitative view of the solution and aims to communicate the intent of the architect. The Architecture Requirements Specification provides a quantitative view of the solution, stating measurable criteria that must be met during the implementation of the architecture3. It typically forms a major component of an implementation contract or contract for more detailed Architecture Definition4. References:
•Deliverable: Architecture Requirements Specification - The Open Group
•Architecture Requirements Specification - Visual Paradigm Community Circle
•The TOGAF Standard, Version 9.2 - Definitions - The Open Group
•The TOGAF Standard, Version 9.2 - Architecture Requirements Specification - The Open Group

NEW QUESTION 10
- (Topic 1)
In which phase(s) of the ADM would you deal with the actions resulting from a transformation readiness assessment?

A. Phase F
B. Phase G
C. Phase E and F
D. Phase A

Answer: C

Explanation:
According to the TOGAF Standard, 10th Edition, a transformation readiness assessment is a technique that evaluates the preparedness of the organization to undergo a change, and identifies the actions needed to increase the likelihood of a successful outcome. A transformation readiness assessment can be conducted in Phase E: Opportunities and Solutions, and the actions resulting from it can be dealt with in Phase F: Migration Planning 1. In Phase E, the transformation readiness assessment can help to identify the major implementation challenges and risks, and to define the critical success factors and key performance indicators for the architecture project. In Phase F, the actions resulting from the transformation readiness assessment can help to develop a detailed and realistic migration plan, and to address the gaps, issues, and dependencies that may affect the transition to the target architecture 1. References: 1: TOGAF Standard, 10th Edition, Part III: ADM Guidelines and Techniques, Chapter 29: Business Transformation Readiness Assessment.

NEW QUESTION 10
- (Topic 1)
In which phase of the ADM cycle do building blocks become implementation-specific?

A. Phase B
B. Phase C
C. Phase D
D. Phase E

Answer: D

Explanation:
Building blocks are reusable components of business, IT, or architectural capability that can be combined to deliver architectures and solutions. Building blocks can be defined at various levels of detail, depending on the stage of architecture development. In the earlier phases of the ADMcycle (A to D), building blocks are defined in generic terms, such as logical or physical, to provide a high-level view of the architecture. In Phase E: Opportunities and Solutions, building blocks become implementation-specific, meaning that they are linked to specific products, standards, technologies, and vendors that are available in the market. This phase also identifiesthe delivery vehicles, such as projects, programs, or portfolios, that will realize the building blocks12 References: 1: The TOGAF Standard, Version 9.2, Part II: Architecture Development Method (ADM), Chapter 23: Phase E: Opportunities and Solutions 2: The TOGAF Standard, Version 9.2, Part IV: Architecture Content Framework, Chapter 36: Building Blocks

NEW QUESTION 15
- (Topic 1)
What is used to structure architectural information in an orderly way so that it can be processed to meet stakeholder needs?

A. A Stakeholder Map
B. An Architecture Framework
C. Content Metamodel
D. An EA Library

Answer: C

Explanation:
? A content metamodel is a formal structure that defines the types of entities and relationships that are used to capture, store, filter, query, and represent architectural information in a way that supports consistency, completeness, and traceability12.
? A stakeholder map is a tool that identifies and analyzes the key stakeholders and their interests, influence, and expectations in relation to the architecture3. It is not used to structure architectural information, but rather to understand the stakeholder needs and concerns.
? An architecture framework is a set of principles, guidelines, standards, and tools that provide a common structure and methodology for developing architectures4. It is not used to structure architectural information, but rather to guide the architecture development process and ensure alignment with the business strategy and objectives.
? An EA library is a repository that stores and manages the architecture artifacts, deliverables, and other relevant information produced and consumed during the architecture development and governance. It is not used to structure architectural information, but rather to provide access, security, and version control for the architecture content.
References: 1: The TOGAF Standard, Version 9.2 - Content Metamodel 2: TOGAF 9.2 Content Metamodel Framework - A Quick Guide - KnowledgeHut 3: The TOGAF Standard, Version 9.2 - Stakeholder Management 4: The TOGAF Standard, Version 9.2 - Architecture Framework : The TOGAF Standard, Version 9.2 - Architecture Repository

NEW QUESTION 19
- (Topic 1)
Complete the sentence A set of architecture principles that cover every situation perceived meets the recommended criteria of _____

A. consistency
B. robustness
C. stability
D. completeness

Answer: D

Explanation:
A set of architecture principles that cover every situation perceived meets the recommended criteria of completeness. Completeness is one of the six criteria that should be applied when developing or assessing architecture principles. Completeness means that there are no gaps or overlaps in the coverage of principles across all relevant aspects of the enterprise??s architecture. Reference: The TOGAF® Standard | The Open Group Website, Section 3.3.7 Architecture Principles.

NEW QUESTION 21
- (Topic 1)
Which one of the following classes of information within the Architecture Repository would typically contain a list of the applications in use within the enterprise?

A. Reference Library
B. Architecture Metamodel

C. Architecture Landscape
D. Governance Log

Answer: C

Explanation:

The Architecture Landscape is a class of information within the Architecture Repository that shows an architectural view of the building blocks that are in use within the organization today (the Baseline Architecture), as well as those that are planned for the future (the Target Architecture). The Architecture Landscape typically contains a list of the applications in use within the enterprise, along with their relationships and dependencies, as well as other relevant architectural information. The Architecture Landscape helps to identify opportunities for re-use, consolidation, or retirement of existing applications, as well as gaps or overlaps in the current or future architecture.References: : The TOGAF Standard, Version 9.2, Part IV: Architecture Content Framework, Chapter 34: Architecture Landscape : The TOGAF Standard, Version 9.2, Part VI: Architecture Capability Framework, Chapter 47: Architecture Repository

NEW QUESTION 22
- (Topic 1)
Consider the following statement:
According to the TOGAF Standard a governed approach of a particular deliverable will ensure a system of continuous monitoring to check integrity changes decision-making and audit of all architecture-related activities
Which deliverable is being referred to?

A. An Architecture Contract
B. The Architecture Definition Document
C. The Architecture Vision
D. The Statement of Architecture Work

Answer: A

Explanation:

An Architecture Contract is a deliverable that specifies the responsibilities and obligations of the parties involved in the implementation and governance of an architecture. It ensures a system of continuous monitoring to check integrity changes decision-making and audit of all architecture-related activities. Reference: The TOGAF® Standard | The Open Group Website, Section 3.3.4 Architecture Contracts.

NEW QUESTION 24
- (Topic 1)
Complete the following sentence:
Presenting different _____ and _____ to stakeholders helps architects to extract hidden agendas principles and requirements that could impact the final Target Architecture

A. Alternatives Trade-offs
B. Solutions Applications
C. Architecture Views Architecture Viewpoints
D. Business Scenarios Business Models

Answer: C

Explanation:

According to the TOGAF Standard, an architecture view is a representation of a system from the perspective of a related set of concerns1. An architecture viewpoint is a specification of the conventions for a particular kind of architecture view1. Presenting different architecture views and architecture viewpoints to stakeholders helps architects to extract hidden agendas, principles, and requirements that could impact the final target architecture. This is because different stakeholders may have different concerns and interests in the system, and by showing them how the system addresses their concerns from different perspectives, the architects can elicit more feedback and validation from them2. For example, a business stakeholder may be interested in the business architecture view, which focuses on the business processes, functions, and capabilities of the system3. A security stakeholder may be interested in the enterprise security view, which addresses the security aspects of the system, such as confidentiality, integrity, and availability3. By presenting these views to the respective stakeholders, the architects can ensure that the system meets their expectations and needs, and also identify any potential issues or gaps that may affect the target architecture. References: 1: The TOGAF Standard, Version 9.2 - Architectural Artifacts - TheOpen Group1; 2: Understanding TOGAF Views and Viewpoints in Enterprise Architecture2; 3: Developing Architecture Views - The Open Group4

NEW QUESTION 28
- (Topic 1)
Complete the sentence When considering agile development Architecture to Support Project will identify what products the Enterprise needs the boundary of the products and what constraints a product owner has. this defines the Enterprise's _____.

A. operations
B. backlog
C. workflow management
D. lifecycle economics

Answer: B

Explanation:

When considering agile development, Architecture to Support Project will identify what products the enterprise needs, the boundary of the products, and what constraints a product owner has. This defines the enterprise??s backlog. A backlog is a list of features or tasks that need to be done to deliver a product or service. It is prioritized by the product owner based on the value and urgency of each item. Reference: The TOGAF® Standard | The Open Group Website, Section 3.3.5 Architecture to Support Project.

NEW QUESTION 32
- (Topic 1)
According to the TOGAF standard, what term describes an individual with an interest in a system?
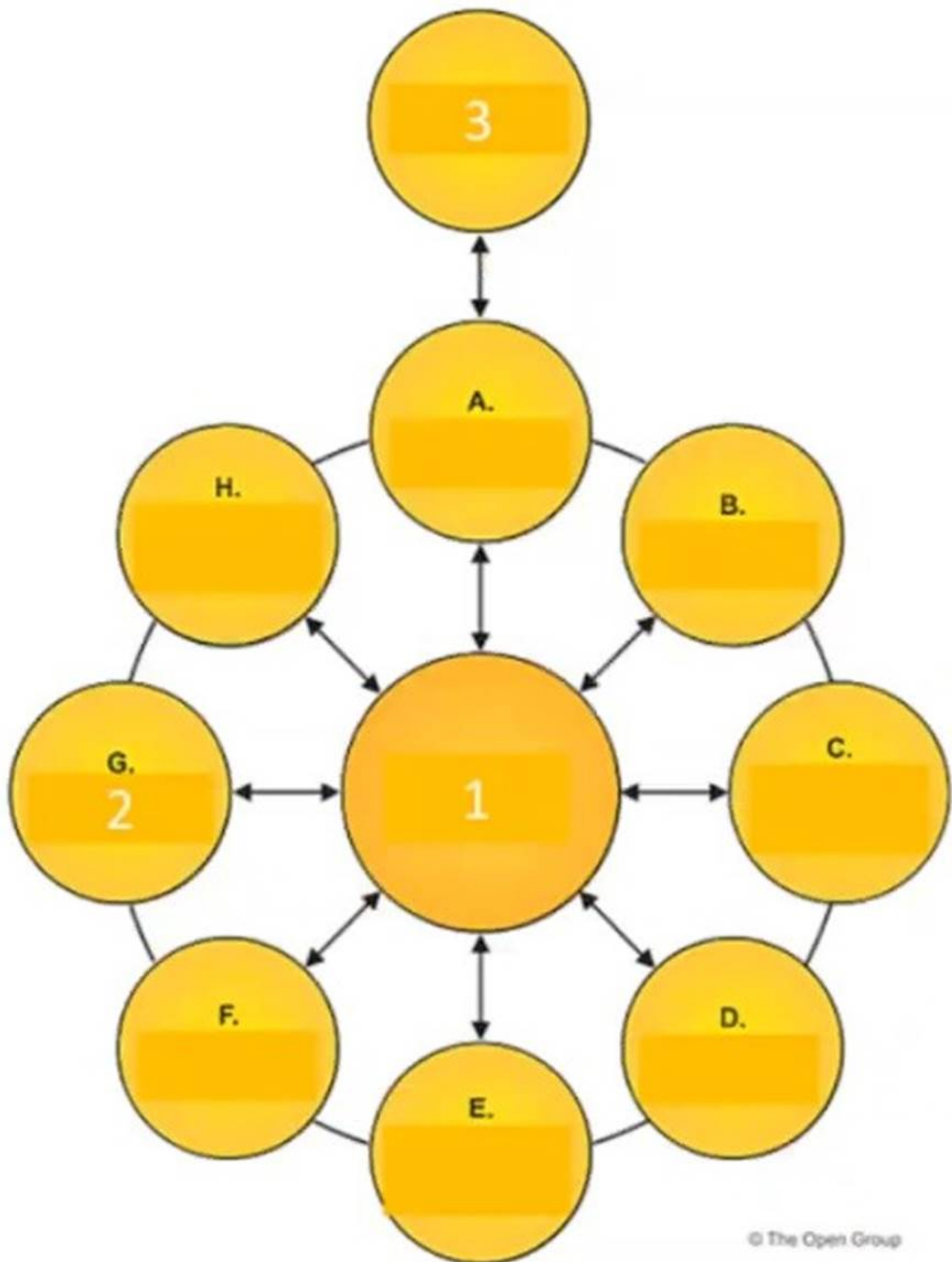
A. stakeholder
B. consumer
C. lead architect
D. sponsor

Answer: A

Explanation:
 According to the TOGAF Standard, 10th Edition, a stakeholder is ??an individual with an interest in a system?? 1. A stakeholder can be anyone who is affected by the system, or who can influence or be influenced by the system. Stakeholders can have different roles, perspectives, and concerns regarding the system, and they can be internal or external to the organization. Stakeholder management is a technique that helps to identify, analyze, and engage the stakeholders of an architecture project, and to address their needs and expectations 2. The other options are not correct, as they are not the term used by the TOGAF Standard to describe an individual with an interest in a system. A consumer is ??an individual or group that uses a product or service?? 1. A lead architect is ??an individual who is responsible for leading the development of an architecture?? 1. A sponsor is ??an individual who provides funding and support for an architecture project?? 1. References: 1: TOGAF Standard, 10th Edition, Part I: Introduction, Chapter 3: Definitions. 2: TOGAF Standard, 10th Edition, Part III: ADM Guidelines and Techniques, Chapter 24: Stakeholder Management.

NEW QUESTION 36
- (Topic 1)
Exhibit

© The Open Group

Consider the illustration showing an architecture development cycle Which description matches the phase of the ADM labeled as item 1?

A. Conducts implementation planning for the architecture defined in previous phases
B. Provides architectural oversight for the implementation
C. Operates the process of managing architecture requirements
D. Establishes procedures for managing change to the new architecture

Answer: C

Explanation:
? The illustration shows an architecture development cycle based on the TOGAF ADM (Architecture Development Method), which is a method for developing and

managing an enterprise architecture1.
? The ADM consists of nine phases, each with a specific purpose and output. The phases are1:
? In addition to these phases, there is a central process called Requirements Management, which is labeled as item 1 in the illustration. This process operates throughout the ADM cycle, and its purpose is to manage the architecture requirements throughout the architecture development, ensuring that they are aligned with the business requirements and the stakeholder concerns2.
? Therefore, the description that matches the phase of the ADM labeled as item 1 is C. Operates the process of managing architecture requirements. References:
? 1: The TOGAF Standard, Version 9.2, Chapter 5: Architecture Development Method (ADM)
? 2: The TOGAF Standard, Version 9.2, Chapter 17: Requirements Management

NEW QUESTION 41
- (Topic 1)
Consider the following descriptions of deliverables consumed and produced across the TOGAF ADM cycle.
? General rules and guidelines, intended to be enduring and seldom amended, that inform and support the way in which an organization sets
about fulfilling its mission
? The joint agreements between development partners and sponsors on the deliverables, quality, and fitness-for-purpose of an architecture.
? A document that is sent from the sponsoring organization to the architecture organization to trigger the start of an architecture
development cycle
? A set of quantitative statements that outline what an implementation project must do in order to comply with the architecture.
Which deliverables match these descriptions?
? 1 Architecture Principles -2 Architecture Contracts - 3 Request for Architecture Work - 4 Architecture Requirements Specification
? 1 Architecture Contracts - 2 Architecture Requirements Specification - 3 Architecture Vision - 4 Architecture Principles
? 1 Architecture Requirements Specification -2 Architecture Principles - 3 Architecture Vision - 4 Architecture Contracts

A. 1 Architecture Principles -2 Architecture Contracts - 3 Architecture Requirements Specification-4 Request for Architecture Work

Answer: A

Explanation:
According to the TOGAF standard, the deliverables that match the descriptions are as follows:
? 1 Architecture Principles: These are general rules and guidelines, intended to be enduring and seldom amended, that inform and support the way in which an organization sets about fulfilling its mission1. They reflect a level of consensus among the various elements of the enterprise, and form the basis for making future IT decisions1.
? 2 Architecture Contracts: These are the joint agreements between development
partners and sponsors on the deliverables, quality, and fitness-for-purpose of an architecture2. They are used to ensure that the architecture is implemented and governed according to the agreed-upon specifications and standards2.
? 3 Request for Architecture Work: This is a document that is sent from the
sponsoring organization to the architecture organization to trigger the start of an architecture development cycle3. It defines the scope, schedule, budget, deliverables, and stakeholders of the architecture project3.
? 4 Architecture Requirements Specification: This is a set of quantitative statements
that outline what an implementation project must do in order to comply with the architecture4. It defines the requirements for each architecture domain, as well as the relationships and dependencies among them4.
References: 1: Architecture Principles 2: Architecture Contracts 3: Request for Architecture Work 4: Architecture Requirements Specification

NEW QUESTION 45
- (Topic 1)
What is an objective of the ADM Preliminary Phase?

A. To develop a vision of the business value to be delivered by the proposed enterprise architecture
B. To select and implement tools to support the Architecture Capability
C. To obtain approval for the Statement of Architecture Work
D. To create the initial version of the Architecture Roadmap

Answer: B

Explanation:
 The Preliminary Phase is the preparatory phase of the Architecture Development Method (ADM) cycle, which sets the context and direction for the architecture work. One of the objectives of this phase is to select and implement tools to support the Architecture Capability, which is the ability of an organization to perform enterprise architecture effectively and efficiently. Tools can include software applications, methods, techniques, standards, and frameworks that assist the architecture development and governance processes. The selection and implementation of tools should be based on the requirements and constraints of the organization, and the alignment with the Architecture Principles and the Architecture Vision3 References: 3: The TOGAF Standard, Version 9.2, Part II: Architecture Development Method (ADM), Chapter 6: Preliminary Phase : The TOGAF Standard, Version 9.2, Part VI: Architecture Capability Framework, Chapter 45: Establishing and Maintaining an Enterprise Architecture Capability : The TOGAF Standard, Version 9.2, Part VI: Architecture Capability Framework, Chapter 46: Tools for Architecture Development

NEW QUESTION 50
- (Topic 2)
Please read this scenario prior to answering the question
You are working as Chief Enterprise Architect at a large Internet company. The company has many divisions, ranging from cloud to logistics. The company has grown rapidly, expanding from initially selling physical books and media to a range of services including an online marketplace, live-streaming. eBooks. and cloud services.
Overall management of the numerous divisions has become challenging. Recent high- profile projects have overrun on budget and under delivered, damaging the company's reputation and adversely impacting its share price. There is a widely held view within the executive management that the organization structure has played a major role in these project failures.
The company has an established Enterprise Architecture program based on the TOGAF standard, sponsored jointly by the Chief Executive Officer (CEO) and Chief Information Officer (CIO). The CEO has decided that the company needs to reorganize its divisions around artificial intelligence and machine learning with a focus on automation. The CEO has worked with the Enterprise Architects to create a strategic architecture for the reorganization, including an Architecture Vision, together with definitions for the four domain architectures. This sets out an ambitious vision of the future of the company over a three-year period. This includes a set of work packages and includes three distinct transformations.
The CIO has made it clear that prior to the approval of the detailed Implementation and Migration plan, the EAteam will need to assess the risks associated with the proposed architecture. He has received concerns from key stakeholders across the company that the proposed reorganization may be too ambitious and there

is doubt whether it can produce sufficient value to warrant the risks.
Refer to the scenario
You have been asked to recommend an approach to satisfy these concerns. Based on the TOGAF Standard, which of the following is the best answer?

A. The Enterprise Architects should evaluate the organization's readiness to undergo chang
B. This will allow the risks associated with the transformations to be identified, classified, and mitigated fo
C. This should include identifying dependencies between the set of changes, including gaps and work packages.It will also identify improvement actions to be worked into the Implementation and Migration Pla
D. The business value, effort, and risk associated for each transformation should be determined.
E. The Enterprise Architects should bring together information about potential approaches and produce several alternative target transition architecture
F. They should then investigate the different architecture alternatives and discuss these with stakeholders using the Architecture Alternatives and Trade-offs techniqu
G. Once the target architecture has been selected, it should be analyzed using a state evolution table to determine the Transition Architecture
H. A value realization process should then be established to ensure that the concerns raised are addressed.
I. Establishing interoperability in alignment with the corporate operating model will ensure risks are minimize
J. The Enterprise Architects should apply an interoperability analysis to evaluate any potential issues across the architectur
K. This should include the development of a matrix showing the interoperability requirement
L. These can then be included within the transformation strategy embedded in the target transition architecture
M. The Enterprise Architects should then finalize the Architecture Roadmap and the Implementation and Migration Plan.
N. Before preparing the detailed Implementation and Migration plan, the Enterprise Architects should review and consolidate the gap analysis results from Phases B to This will identify the transformations required to achieve the proposed Target Architectur
O. The Enterprise Architects should then assess the readiness of the organization to undergo change and determine an overall direction to address and mitigate risks identifie
P. The Transition Architecture should then be planned to use a state evolution table.

Answer: A

Explanation:

The Business Transformation Readiness Assessment is a technique that can be used to evaluate the readiness of the organization to undergo change and to identify the actions needed to increase the likelihood of a successful business transformation. This technique can help to address the concerns of the key stakeholders about the risks and value of the proposed reorganization. The technique involves assessing the following aspects of the organization: vision, commitment, capacity, capability, culture, and communication. Based on the assessment, the risks associated with the transformations can be identified, classified, and mitigated for. The technique also helps to identify the dependencies between the set of changes, including gaps and work packages, and the improvement actions to be worked into the Implementation and Migration Plan. the technique also supports the determination of the business value, effort, and risk associated for each transformation, which can be used to prioritize and sequence the work packages and the Transition Architectures1 References: 1: The TOGAF Standard, Version 9.2, Part III: ADM Guidelines and Techniques, Chapter 27: Business Transformation Readiness Assessment

NEW QUESTION 53
- (Topic 2)
Please read this scenario prior to answering the question
You have been appointed as senior architect working for an autonomous driving technology development company. The mission of the company is to build an industry leading unified technology and software platform to support connected cars and autonomous driving.
The company uses the TOGAF Standard as the basis for its Enterprise Architecture (EA) framework. Architecture development within the company follows the purpose-based EA Capability model as described in the TOGAF Series Guide: A Practitioners'Approach to Developing Enterprise Architecture Following the TOGAF® ADM.
An architecture to support strategy has been completed defining a long-range Target Architecture with a roadmap spanning five years. This has identified the need for a portfolio of projects over the next twoyears. The portfolio includes development of travel assistance systems using swarm data from vehicles on the road.
The current phase of architecture development is focused on the Business Architecture which needs to support the core travel assistance services that the company plans to provide. The core services will manage and process the swarm data generated by vehicles, paving the way for autonomous driving in the future.
The presentation and access to different variations of data that the company plans to offer through its platform poses an architecture challenge. The application portfolio needs to interact securely with various third-party cloud services, and V2X (Vehicle-to-Everything) service providers in many countries to be able to manage the data at scale. The security of V2X is a key concern for the stakeholders. Regulators have stated that the user's privacy be always protected, for example, so that the drivers' journey cannot be tracked or reconstructed by compiling data sent or received by the car.
Refer to the scenario
You have been asked to describe the risk and security considerations you would include in the current phase of the architecture development?
Based on the TOGAF standard which of the following is the best answer?

A. You will focus on the relationship with the third parties required for the travel assistance systems and define a trust framewor
B. This will describe the relationship with each part
C. Digital certificates are a key part of the framework and will be used to create trust between partie
D. You will monitor legal and regulatory changes across all the countries to keep the trust framework in compliance.
E. You will perform a qualitative risk assessment for the data assets exchanged with partner
F. This will deliver a set of priorities, high to medium to low, based on identified threats, the likelihood of occurrence, and the impact if it did occu
G. Using the priorities, you would then develop a Business Risk Model which will detail the risk strategy including classifications to determine what mitigation is enough.
H. You will focus on data quality as it is a key factor in risk managemen
I. You will identify the datasets that need to be safeguarde
J. For each dataset, you will assign ownership and responsibility for the quality of data need
K. A security classification will be defined andapplied to each datase
L. The dataset owner will then be able to authorize processes that are trusted for a certain activity on the dataset under certain circumstances.
M. You will create a security domain model so that assets with the same level can be managed under one security polic
N. Since data is being shared across partners, you will establish a security federation to include the
O. This would include contractual arrangements, and a definition of the responsibility areas for the data exchanged, as well as security implication
P. You would undertake a risk assessment determining risks relevant to specific data assets.

Answer: D

Explanation:

A security domain model is a technique that can be used to define the security requirements and policies for the architecture. A security domain is a grouping of assets that share a common level of security and trust. A security policy is a set of rules and procedures that govern the access and protection of the assets within a security domain. A security domain model can help to identify the security domains, the assetswithin each domain, the security policies for each domain, and the relationships and dependencies between the domains1

Since the data is being shared across partners, a security federation is needed to establish a trust relationship and a common security framework among the different parties. A security federation is a collection of security domains that have agreed to interoperate under a set of shared security policies and standards. A security federation can enable secure data exchange and collaboration across organizational boundaries, while preserving the autonomy and privacy of each party. A security federation requires contractual arrangements, and a definition of the responsibility areas for the data exchanged, as well as security implications2

A risk assessment is a process that identifies, analyzes, and evaluates the risks that may affect the architecture. A risk assessment can help to determine the likelihood and impact of the threats and vulnerabilities that may compromise the security and privacy of the data assets. A risk assessment can also help to prioritize and mitigate the risks, and to monitor and review the risk situation3

Therefore, the best answer is D, because it describes the risk and security considerations that would be included in the current phase of the architecture development, which is focused on the Business Architecture. The answer covers the security domain model, the security federation, and the risk assessment techniques that are relevant to the scenario. References: 1: The TOGAF Standard, Version 9.2, Part III: ADM Guidelines and Techniques, Chapter 35: Security Architecture and the ADM 2: The TOGAF Standard, Version 9.2, Part IV: Architecture Content Framework, Chapter 38: Security Architecture 3: The TOGAF Standard, Version 9.2, Part III: ADM Guidelines and Techniques, Chapter 32: Risk Management

NEW QUESTION 55
- (Topic 2)
Please read this scenario prior to answering the question

You have been appointed as Chief Enterprise Architect (CEA). reporting to the Chief Technical Officer (CTO), of a company established as a separate operating entity by a major automotive manufacturer. The mission of the company is to build a new industry leading unified technology and software platform for electric vehicles.

The company uses the TOGAF Standard as the basis for its Enterprise Architecture (EA) framework, and architecture development follows the purpose-based EA Capability model as described in the TOGAF Series Guide: A Practitioners'Approach to Developing Enterprise Architecture Following the TOGAF® ADM.

An end-to-end Target Architecture has been completed with a roadmap for change over a five-year period. The new platform will be a cross-functional effort between hardware and software teams, with significant changes over the old platform. It is expected to be developed in several stages over three years. The EA team has inherited the architecture for the previous generation hardware and software automotive platform, some of which can be carried over to the new unified platform. The EA team has started to define the new platform, including defining which parts of the architecture to carry forward.

Enough of the Business Architecture has been defined, so that work can commence on the Information Systems and Technology Architectures. Those need to be defined to support the core business services that the company plans to provide. The core services will feature an innovative approach with swarm data generated by vehicles, paving the way for autonomous driving in the future.

The presentation and access to different variations of data that the company plans to offer through its platform pose an architecture challenge. The application portfolio and supporting infrastructure need to interact with various existing cloud services and data-

Refer to the scenario

You have been asked what approach should be taken to determine and organize the work to deliver the requested architectures?

Based on the TOGAF standard which of the following is the best answer?

A. You would look outside the enterprise to research data models and application portfolios of leading big data businesse
B. You would develop just enough applications, data, and technology architecture to identify option
C. For each project this should include identification of candidate architecture and solution building block
D. You will identify solution providers, perform a readiness assessment, and assess the viability and fitness of the solution option
E. You will then document the draft Implementation and Migration plan.
F. You would refer to the end-to-end Target Architecture for guidance and directio
G. The first objective should be to identify projects, dependencies and synergies, then prioritize before initiating the project
H. You will develop high-level architecture description
I. For each project you would estimate effort size, identify reference architectures, and candidate building block
J. You will identify the resource needs considering cost and valu
K. You will document options, risks, and controls to enable viability analysis and trade-off with the stakeholders.
L. You will revisit ADM Phase
M. identifying the stakeholders and creating a new Architecture Visio
N. You will update the Stakeholder map produced for the strategic architecture so it reflects the stakeholders who are now the most relevant to the projects that are to be develope
O. You would then ask the CTO to make some decisions about the Architecture Roadmap, and update the Implementation and Migration Plan to reflect the decisions.
P. You will research leading data businesses, developing high-level Target Data, Application and Technology Architecture
Q. You would review the Architecture Vision in order to estimate the level of detail, time, and breadth of the ADM cycle phases that will be needed to develop the architectur
R. You will identify and cost major work packages, and then develop an Architecture Roadma
S. You would then seek approval by the Architecture Board and initiate the project.

Answer: B

Explanation:
The Target Architecture is a description of the future state of the architecture that addresses the business goals and drivers, and satisfies the stakeholder requirements and concerns. The Target Architecture is developed through the Architecture Development Method (ADM), which is the core process of the TOGAF standard that guides the development and management of the enterprise architecture. The Target Architecture is typically divided into four domains: Business, Data, Application, and Technology. The Target Architecture also includes a roadmap for change, which defines the Transition Architectures, the Capability Increments, and the work packages that enable the transition from the Baseline Architecture to the Target Architecture12

The best answer is B, because it describes the approach that should be taken to determine and organize the work to deliver the requested architectures, which are the Information Systems and Technology Architectures. The answer covers the following steps:

? Refer to the end-to-end Target Architecture for guidance and direction. The end-to-
end Target Architecture provides the overall vision, scope, and objectives of the architecture work, and the alignment with the business strategy and goals. The end-to-end Target Architecture also provides the high-level definitions and principles for the four architecture domains, and the roadmap for change that outlines the major milestones and deliverables.

? Identify projects, dependencies and synergies, then prioritize before initiating the projects. Projects are the units of work that implement the architecture work packages, which are the sets of actions or tasks that are required to implement a specific part of the architecture. Dependencies are the relationships and constraints that affect the order or priority of the projects, such as logical, temporal, or resource dependencies. Synergies are the benefits or advantages that result from the combination or coordination of the projects, such as cost savings, efficiency gains, or innovation opportunities. Prioritization is the process of ranking the projects according to their importance, urgency, or value, and assigning resources and schedules accordingly.

? Develop high-level architecture descriptions. High-level architecture descriptions are the outputs of the architecture development phases (B, C, and D) of the ADM cycle, which describe the Business, Data, Application, and Technology Architectures in terms of the Architecture Building Blocks (ABBs) and the Solution Building Blocks (SBBs), which are reusable components of business, IT, or architectural capability. High-level architecture descriptions also include the Architecture Views, which are representations of the system of interest from the perspective of one or more stakeholders and their concerns.

? For each project, estimate effort size, identify reference architectures, and candidate building blocks. Effort size is the measure of the amount of work, time, or resources required to complete a project. Effort size can be estimated using various techniques, such as analogy, expert judgment, parametric, or bottom-up.

Reference architectures are standardized architectures that provide a common framework and vocabulary for a specific domain or industry. Reference architectures can be used as a source of best practices, patterns, and models for the architecture development. Candidate building blocks are the potential ABBs or SBBs that can be used to implement the architecture. Candidate building blocks can be identified from the Architecture Repository, which is a collection of architecture assets, such as models, patterns, principles, standards, and guidelines.

? Identify the resource needs considering cost and value. Resource needs are the specifications and criteria that define the acceptable level and quality of the resources required to complete the project, such as human, financial, physical, or technological resources. Resource needs can be identified by analyzing the scope, complexity, and dependencies of the project, and the availability, capability, and suitability of the resources. Cost and value are the factors that influence the allocation and utilization of the resources, such as the budget, the return on investment, the benefits, or the risks.

? Document options, risks, and controls to enable viability analysis and trade-off with the stakeholders. Options are the alternative ways of achieving the project objectives, such as different solutions, technologies, vendors, or approaches. Risks are the effects of uncertainty on the project objectives, such as threats or opportunities. Controls are the measures or actions that are taken to prevent, reduce, or mitigate the risks, such as policies, procedures, or standards. Viability analysis is the process of evaluating and comparing the options, risks, and controls, and determining the feasibility, suitability, and desirability of each option. Trade-off is the decision outcome that balances and reconciles the multiple, often conflicting, requirements and concerns of the stakeholders, and ensures alignment with the Architecture Vision and the Architecture Principles.

References: 1: The TOGAF Standard, Version 9.2, Part II: Architecture Development Method (ADM), Chapter 5: Introduction to the ADM 2: The TOGAF Standard, Version 9.2,Part IV: Architecture Content Framework, Chapter 36: Building Blocks : The TOGAF Standard, Version 9.2, Part II: Architecture Development Method (ADM), Chapter 18: Phase A: Architecture Vision : The TOGAF Standard, Version 9.2, Part II: Architecture Development Method (ADM), Chapter 19: Phase B: Business Architecture : The TOGAF Standard, Version 9.2, Part II: Architecture Development Method (ADM), Chapter 20: Phase C: Information Systems Architectures : The TOGAF Standard, Version 9.2, Part II: Architecture Development Method (ADM), Chapter 21: Phase F: Migration Planning : The TOGAF Standard, Version 9.2, Part III: ADM Guidelines and Techniques, Chapter 23: Architecture Principles : The TOGAF Standard, Version 9.2, Part III: ADM Guidelines and Techniques, Chapter 30: Trade-Off Analysis : The TOGAF Standard, Version 9.2, Part VI: Architecture Capability Framework, Chapter 46: Tools for Architecture Development : The TOGAF Standard, Version 9.2, Part VI: Architecture Capability Framework, Chapter 47: Architecture Board : The TOGAF Standard, Version 9.2, Part VI: Architecture Capability Framework, Chapter 48: Architecture Compliance : The TOGAF Standard, Version 9.2, Part VI: Architecture Capability Framework, Chapter 49: Architecture Contract : The TOGAF Standard, Version 9.2, Part VI: Architecture Capability Framework, Chapter 50: Architecture Governance : The TOGAF Standard, Version 9.2, Part VI: Architecture Capability Framework, Chapter 51: Architecture Maturity Models : The TOGAF Standard, Version 9.2, Part VI: Architecture Capability Framework, Chapter 52: Architecture Skills Framework

NEW QUESTION 59
- (Topic 2)
Please read this scenario prior to answering the question
You are the Chief Enterprise Architect at a large food service company specializing in sales to trade and
wholesale, for example, restaurants and other food retailers.
One of your company's competitors has launched a revolutionary product range and is running a very
aggressive marketing campaign. Your company's resellers are successively announcing that they are not
interested in your company's products and will sell your competitor's.
The CEO has stated there must be significant change to address the situation. He has made it clear that
new markets must be found for the company's products, and that the business needs to pivot, and address the retail market as well as the existing wholesale market.
A consideration is the company's ability and willingness to change its business model, and if it is a temporary or permanent change. An additional risk factor is one of culture. The company has been used to a stable business with a reasonably well known and settled client base - all with its own local understandings and practices.
The CEO is the sponsor of the EA program within the company. You have been engaged with the sales,
logistics, production, and marketing teams, enabling the architecture activity to start. An Architecture Vision, Architecture Principles, and Requirements have all been agreed. As you move forward to develop a possible Target Architecture you have identified that some of the key stakeholders' preferences are incompatible. The incompatibilities are focused primarily on time-to-market, cost savings, and the need to bring out a fully featured product range, but there are additional factors.
Refer to the scenario
You have been asked how you will address the incompatibilities between key stakeholder preferences.
Based on the TOGAF standard which of the following is the best answer?

A. You would seek to understand value preferences and priorities of the stakeholder
B. You woulddevelop alternative Target Architectures, highlighting the gaps between current state and thealternative
C. You would consider combining features from one or more alternatives in collaborationwith the stakeholder
D. A formal stakeholder review should then be held to decide which alternative isfit for purpose and should be moved forward wit
E. You will then secure the funding required.
F. You recommend that since the CEO has stated that the company must pivot, it is better tocompromise on a full product range rather than time-to-marke
G. You would develop just enough of theTarget Architecture to demonstrate fitness of the proposed approac
H. You would limit the descriptionto just where there is a gap between the current baselin
I. You would seek approval by the stakeholders to move forward with developing the Target Architecture in detail.
J. You would use the Architecture Vision, Principles, and Requirements to define a set of criteria foralternatives and create a set of architecture views to illustrate the impact of the alternative TargetArchitecture
K. You would identify the impact on planned project
L. You would understand the strengthsand weaknesses of the alternative
M. You would conduct a formal stakeholder review to decide whichalternative to move forward wit
N. You will determine the funding required.
O. You would review the Stakeholder Map and ensure that you have addressed and represented theconcerns of all department head
P. You will involve them in resolving the incompatibilitie
Q. TheCommunications Plan should include a report that summarizes the key features of the architecturewith and how incompatibilities were resolved to reflects the stakeholders' requirements.You will check with each key stakeholder they are satisfied with how the incompatibilities have been resolved.

Answer: C

Explanation:
According to the TOGAF standard, the Target Architecture is the description of a future state of the architecture being developed for an organization. It should be aligned with the Architecture Vision, Principles, and Requirements that have been agreed with the stakeholders. To address the incompatibilities between key stakeholder preferences, the TOGAF standard recommends creating and evaluating multiple alternative Target Architectures that meet different sets of criteria. These criteria should reflect the value preferences and priorities of the stakeholders, as well as the business drivers and objectives. The alternative Target Architectures should be illustrated using a set of architecture views that show the impact of each alternative on the business, data, application, and technology domains. The impact on planned projects should also be identified and analyzed. The strengths and weaknesses of each alternative should be understood and documented. A formal stakeholder review should then be conducted to decide which alternative is the most fit for purpose and should be moved forward with. The funding required for implementing the chosen alternative should also be determined and secured. References:
? The TOGAF Standard, Version 9.2 - Phase B: Business Architecture - The Open

Group
? The TOGAF Standard, Version 9.2 - Phase C: Information Systems Architectures - The Open Group
? [The TOGAF Standard, Version 9.2 - Phase D: Technology Architecture - The Open Group]
? [The TOGAF Standard, Version 9.2 - Phase E: Opportunities and Solutions - The Open Group]
? [The TOGAF Standard, Version 9.2 - Phase F: Migration Planning - The Open Group]

NEW QUESTION 63

......

Thank You for Trying Our Product

We offer two products:

1st - We have Practice Tests Software with Actual Exam Questions

2nd - Questons and Answers in PDF Format

OGEA-103 Practice Exam Features:

* OGEA-103 Questions and Answers Updated Frequently

* OGEA-103 Practice Questions Verified by Expert Senior Certified Staff

* OGEA-103 Most Realistic Questions that Guarantee you a Pass on Your FirstTry

* OGEA-103 Practice Test Questions in Multiple Choice Formats and Updatesfor 1 Year

100% Actual & Verified — Instant Download, Please Click
Order The OGEA-103 Practice Test Here