

# The-Open-Group

## Exam Questions OGEA-102

TOGAF Enterprise Architecture Part 2 Exam (English)



### NEW QUESTION 1

Please read this scenario prior to answering the question

Your role is that of a consultant to the Lead Enterprise Architect to an international supplier of engineering services and automated manufacturing systems. It has three manufacturing plants where it assembles both standard and customized products for industrial production automation. Each of these plants has been operating its own planning and production

scheduling systems, as well as applications and control systems that drive the automated production line.

The Enterprise Architecture department has been operating for several years and has mature, well-developed architecture governance and development processes that are based on the TOGAF Standard. The CIO sponsors the Enterprise Architecture.

During a recent management meeting, a senior Vice-President highlighted an interview where a competitor company's CIO is reported as saying that their production efficiency had been improved by replacing multiple planning and scheduling systems with a common Enterprise Resource Planning (ERP) system located in a central data center. Some discussion followed, with the CIO responding that the situations are not comparable, and the current architecture is already optimized.

In response, the Architecture Board approved a Request for Architecture Work covering the investigations to determine if such an architecture transformation would lead to improvements in efficiency. You have been assigned to support the architecture team working on this project. A well-known concern of the plant managers is about the security and reliability of driving their planning and production scheduling from a remote centralized system. Any chosen system would also need to support the current supply chain network consisting of local partners at each of the plants. Refer to the scenario

You have been asked to explain how you will initiate the architecture project. Based on the TOGAF Standard, which of the following is the best answer?

- A. You would research vendor literature and conduct a series of briefings with vendors that are on the current approved supplier list
- B. Based on the findings from the research, you would define a preliminary Architecture Vision including summary views, high-level requirements, and high-level definitions of the baseline and target environments from a business, information systems, and technology perspective
- C. You would then use that to build consensus among the key stakeholders.
- D. You would conduct a pilot project that will enable vendors to demonstrate potential off-the-shelf solutions that address the concerns of the stakeholder
- E. Running a pilot project will save time and money later in the process
- F. Based on the findings of that pilot project, a complete set of requirements can then be developed that will drive the evolution of the architecture
- G. Once the requirements are completed, a formal stakeholder review should be held, and permission sought to proceed to develop the target architecture.
- H. You would hold a series of interviews at each of the manufacturing plants using the business scenarios technique
- I. This will allow you to understand the systems and integrations with local partners
- J. You would use stakeholder analysis to identify key players in the engagement, and to understand their concerns
- K. You will then identify and document the key high-level stakeholder requirements for the architecture
- L. You will then generate high level definitions of the baseline and target architectures.
- M. You would develop baseline and target Architectures for each of the manufacturing plants, ensuring that the views corresponding to selected viewpoints address key concerns of the stakeholder
- N. A business case, together with performance metrics and measures should be defined to ensure the architecture meets the business need
- O. A consolidated gap analysis between the architectures will then validate the approach and determine the capability increments needed to achieve the target state.

**Answer: C**

#### Explanation:

The best answer is C. You would hold a series of interviews at each of the manufacturing plants using the business scenarios technique. This will allow you to understand the systems and integrations with local partners. You would use stakeholder analysis to identify key players in the engagement, and to understand their concerns. You will then identify and document the key high-level stakeholder requirements for the architecture. You will then generate high level definitions of the baseline and target architectures.

This answer is based on the TOGAF standard, which recommends the following steps to initiate the architecture project<sup>1</sup>:

- > Establish the architecture project
- > Identify stakeholders, concerns, and business requirements
- > Confirm and elaborate business goals, business drivers, and constraints
- > Evaluate business capabilities
- > Assess readiness for business transformation
- > Define scope
- > Confirm and elaborate Architecture Principles, including business principles
- > Develop Architecture Vision
- > Define the Target Architecture value propositions and KPIs
- > Identify the business transformation risks and mitigation activities
- > Secure stakeholder and sponsor approval

The answer C covers most of these steps, by using the business scenarios technique to elicit and validate the business requirements, goals, drivers, and constraints, as well as the current and future states of the architecture<sup>2</sup>. The answer C also uses stakeholder analysis to identify and engage the key stakeholders, and to address their concerns and expectations<sup>3</sup>. The answer C also generates high level definitions of the baseline and target architectures, which can be used to develop the Architecture Vision and the value propositions<sup>4</sup>.

The other answers are not the best approach for architecture development, because:

- > Answer A focuses on researching vendor literature and conducting briefings with vendors, which is not the best way to understand the business needs and the current situation of the enterprise. Answer A also defines a preliminary Architecture Vision without involving the stakeholders or validating the requirements, which may lead to misalignment and lack of consensus.
- > Answer B conducts a pilot project that will enable vendors to demonstrate potential solutions, which is premature and costly at this stage of the architecture project. Answer B also does not address the stakeholder concerns or the current systems and integrations, which may result in gaps and risks. Answer B also develops the requirements after the pilot project, which may not reflect the actual business needs and goals.
- > Answer D develops baseline and target architectures for each of the manufacturing plants, which may not consider the enterprise-wide perspective and the potential benefits of a common ERP system. Answer D also does not involve the stakeholders or address their concerns, which may result in resistance and conflict. Answer D also does not define the business case or the performance metrics, which are essential for demonstrating the value and feasibility of the architecture.

References: <sup>1</sup>The TOGAF Standard, Version 9.2 - Architecture Vision <sup>2</sup>The TOGAF Standard, Version 9.2 - Business Scenarios <sup>3</sup>[The TOGAF Standard, Version 9.2 - Stakeholder Management] <sup>4</sup>[The TOGAF Standard, Version 9.2 - Architecture Definition Document]

### NEW QUESTION 2

Please read this scenario prior to answering the question

You are working as the Chief Enterprise Architect within a law firm specializing in personal injury cases.

Many of the firm's competitors have improved their litigation strategies, and efficiency by streamlining their processes using Artificial Intelligence (AI).

The CIO has approved a Request for Architecture Work to examine the use of Machine Learning in defining a new AI-driven litigation and finance process for the firm. This process would instruct the lawyers and analysts as to what tasks and portfolio they should work on. The key objectives are to increase task profitability, maximize staff utilization, and increase individual profitability.

The CIO has emphasized that the architecture should enable the fast implementation of continuous Machine Learning. The solution will need to be constantly measured for delivered value and be quickly iterated to success.

Some of the partners have expressed concerns about letting the AI make the decisions, others about the risks associated with use of it for the type of service they deliver. The CIO wants to know if these concerns can be addressed, and how risks will be covered by a new architecture enabling AI and Machine Learning.

Refer to the scenario

You have been asked to respond to the CIO recommending an approach that would enable the development of an architecture that addresses the concerns of the CIO and the concerns of the partners.

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

- A. You recommend that a Communications Plan be created to address the key stakeholders, the most powerful and influential partner
- B. This plan should include a report that summarizes the key features of the architecture reflecting their requirement
- C. You will check with each key stakeholder that their concerns are being addressed
- D. Risk mitigation and agility will be explicitly addressed as a component of the architecture being developed.
- E. You recommend that an analysis of the stakeholders is undertaken resulting in documenting the stakeholders and their concerns in a Stakeholder Map
- F. The concerns and relevant views should then be defined for each group and recorded in the Architecture Vision document
- G. The requirements will include risk mitigation through regular assessment
- H. This will also allow a supervised agile implementation of the continuous Machine Learning.
- I. You recommend that all possible models be created for each candidate architecture that will enable the AI and Machine Learning solution
- J. This ensures that all the necessary data and detail is addressed
- K. A formal review should be held with the stakeholders to verify that their concerns have been properly addressed by the model
- L. Agility will be considered during Phase G Implementation Governance.
- M. You recommend creation of a set of business models that can be applied uniformly across all architecture project
- N. The stakeholders will be trained to understand the business models to ensure they can see that their concerns are being addressed
- O. Risk will be addressed once the Security Architecture is developed, which will happen later to avoid slowing down the agility required by the CIO.

**Answer: B**

**Explanation:**

A Stakeholder Map is a technique that can be used to identify and classify the stakeholders of the architecture work, and to document their key interests, requirements, and concerns. A stakeholder is any person, group, or organization that has a stake in the outcome of the architecture work, such as the sponsor, the client, the users, the suppliers, the regulators, or the competitors. A Stakeholder Map can help to understand the needs and expectations of the stakeholders, and to communicate and engage with them effectively<sup>1</sup>

The steps for creating a Stakeholder Map are:

- > Identify the stakeholders of the architecture work, using various sources and methods, such as interviews, surveys, workshops, or existing documents.
  - > Classify the stakeholders according to their roles, responsibilities, and relationships, using various criteria and dimensions, such as power, influence, interest, attitude, or impact.
  - > Define the concerns and relevant views for each stakeholder group, using various techniques, such as business scenarios, use cases, or value propositions. A concern is a key interest or issue that is relevant to the stakeholder, such as a goal, a problem, a need, or a risk. A view is a representation of the system of interest from the perspective of one or more stakeholders and their concerns.
  - > Record the stakeholders and their concerns in a Stakeholder Map, which shows the mapping between the stakeholder groups, the concerns, and the views. The Stakeholder Map also shows the dependencies, assumptions, and issues related to each stakeholder and concern.
- Therefore, the best answer is B, because it recommends the approach that would enable the development of an architecture that addresses the concerns of the CIO and the partners, using the Stakeholder Map technique. The answer covers the following aspects:
- > An analysis of the stakeholders is undertaken, which involves identifying, classifying, and defining the stakeholders and their concerns.
  - > The stakeholders and their concerns are documented in a Stakeholder Map, which provides a clear and comprehensive picture of the stakeholder landscape and their interests.
  - > The concerns and relevant views are recorded in the Architecture Vision document, which is the output of Phase A: Architecture Vision of 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 Architecture Vision defines the scope and approach of the architecture work, and establishes the business goals and drivers that motivate the architecture work. The Architecture Vision also involves obtaining the approval and commitment of the sponsors and other key stakeholders, and initiating the Architecture Governance process<sup>2</sup>
  - > The requirements include risk mitigation through regular assessments, which involves identifying, analyzing, and evaluating the risks that may affect the architecture, and determining the appropriate measures or actions to prevent, reduce, or mitigate the risks. Risk mitigation can also involve monitoring and reviewing the risk situation, and communicating and reporting the risk status and actions<sup>3</sup>
  - > This approach also allows a supervised agile implementation of the continuous Machine Learning, which involves applying agile principles and practices to the architecture development and implementation, such as iterative and incremental delivery, frequent feedback, collaboration, and adaptation. A supervised agile implementation can help to ensure the quality, value, and alignment of the architecture, and to respond to the changing needs and expectations of the stakeholders.

References: 1: The TOGAF Standard, Version 9.2, Part III: ADM Guidelines and Techniques, Chapter 24:

Stakeholder Management 2: The TOGAF Standard, Version 9.2, Part II: Architecture Development Method (ADM), Chapter 18: Phase A: Architecture Vision 3:

The TOGAF Standard, Version 9.2, Part III: ADM Guidelines and Techniques, Chapter 32: Risk Management : The TOGAF Standard, Version 9.2, Part III: ADM Guidelines and Techniques, Chapter 29: Applying Iteration to the ADM

**NEW QUESTION 3**

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 would develop alternative Target Architectures, highlighting the gaps between current state and the alternative
- C. You would consider combining features from one or more alternatives in collaboration with the stakeholder
- D. A formal stakeholder review should then be held to decide which alternative is fit for purpose and should be moved forward with
- 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 to compromise on a full product range rather than time-to-market
- G. You would develop just enough of the Target Architecture to demonstrate fitness of the proposed approach
- H. You would limit the description to just where there is a gap between the current baseline
- 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 for alternatives and create a set of architecture views to illustrate the impact of the alternative Target Architecture
- K. You would identify the impact on planned project
- L. You would understand the strengths and weaknesses of the alternative
- M. You would conduct a formal stakeholder review to decide which alternative to move forward with
- N. You will determine the funding required.
- O. You would review the Stakeholder Map and ensure that you have addressed and represented the concerns of all department heads
- P. You will involve them in resolving the incompatibilities
- Q. The Communications Plan should include a report that summarizes the key features of the architecture with and how incompatibilities were resolved to reflect the stakeholders' requirements
- R. 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 D: Technology Architecture - The Open Group]
- > [The TOGAF Standard, Version 9.2 - Phase F: Migration Planning - The Open Group]

**NEW QUESTION 10**

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