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NEW QUESTION: 1

You are working as an Enterprise Architect within the Enterprise Architecture (EA) team at a healthcare and life sciences company. The EA team is developing a secure system for researchers to share clinical trial information easily across the organization and with external partners.

Due to the highly sensitive nature of the information, each architecture domain must consider privacy and safety concerns. The healthcare division has been directed to minimize disruptions to clinical trials while introducing the new system gradually. How would you identify the work packages for introducing the new system? Based on the TOGAF standard, which of the following is the best answer?

- A. Use a Consolidated Gaps, Solutions, and Dependencies Matrix to create work packages and sequence them into Capability Increments. Document in a Transition Architecture State Evolution Table.
- B. Identify Solution Building Blocks for development or procurement, then use a CRUD matrix to rank and select the most cost-effective work packages. Schedule the rollout sequentially across regions.
- C. Use a Consolidated Gaps, Solutions, and Dependencies Matrix to classify each solution, group them into work packages, then regroup into Capability Increments. Document in an Architecture Definition Increments Table.
- D. Draw up an Implementation Factor Catalog to indicate actions and constraints. Use a Consolidated Gaps, Solutions, and Dependencies Matrix, then group similar activities into work packages and identify dependencies.

Answer: C (LEAVE A REPLY)

In the TOGAF framework, understanding and addressing stakeholder concerns is crucial, particularly for complex projects with high stakes like the AI-first initiative described in the scenario. This approach aligns well with TOGAF's ADM (Architecture Development Method) and its emphasis on effective stakeholder management and risk assessment. Here's why this is the best course of action: Stakeholder Analysis and Documentation:Conducting a stakeholder analysis is foundational in the early stages of any TOGAF project, particularly during the Preliminary and Architecture Vision phases. This process involves identifying the different stakeholders, understanding their positions, documenting their concerns, and considering any cultural factors that might influence their perspective on the AI-first initiative.

Given the diverse concerns raised (such as job security, skill requirements, and cybersecurity), it's essential to have a clear understanding of each stakeholder group's priorities and fears.

Recording Concerns in the Architecture Vision Document: The Architecture Vision phase in TOGAF focuses on defining the high-level scope and objectives of the architecture project. By documenting stakeholder concerns and the corresponding views in the Architecture Vision document, the EA team ensures that these concerns are transparently acknowledged and addressed as part of the strategic direction. This step not only aligns with TOGAF best practices but also helps in building stakeholder buy-in and trust.

Architecture Requirements Specification and Risk Management: Risk management is a key aspect of TOGAF's ADM, particularly in the Requirements Management and Implementation Governance phases. Documenting the requirements for addressing specific risks in the Architecture Requirements Specification provides a structured way to ensure that identified risks are acknowledged and managed throughout the transformation.

Regular assessments and feedback loops ensure ongoing alignment and adaptability to emerging risks, which is particularly important given the dynamic nature of AI and its associated challenges.

Alignment with TOGAF ADM Phases: This approach follows the prescribed flow of TOGAF's ADM, starting with stakeholder engagement in the Preliminary and Architecture Vision phases and progressing to risk assessment in the Requirements Management phase. By maintaining a focus on stakeholder needs and formalizing these into architecture requirements, the EA team can ensure that the architecture not only meets business objectives but also mitigates stakeholder concerns.

TOGAF Reference on Stakeholder Management Techniques: TOGAF places significant emphasis on managing stakeholder concerns through its stakeholder management techniques, which highlight the need to systematically identify, analyze, and address the concerns of all involved parties. This practice helps ensure that the architecture is viable and accepted across the organization.

By conducting a thorough stakeholder analysis and integrating the findings into both the Architecture Vision and the Architecture Requirements Specification, the EA team can proactively address stakeholder concerns, manage risks, and align the AI-first initiative with the agency's strategic objectives. This approach is consistent with TOGAF's guidance and provides a structured framework for addressing both business and technical challenges in the context of an AI-first transformation.

NEW QUESTION: 2

The _____ ensures that a project transitioning into implementation also smoothly transitions into appropriate Architecture Governance.

- A. Migration Plan
- B. Transition Plan
- C. Implementation Governance Model
- D. Implementation Strategy

Answer: (SHOW ANSWER)

The Implementation Governance Model is a framework that defines the roles, responsibilities, processes, and standards for governing the implementation of the target architecture. It ensures that a project transitioning into implementation also smoothly transitions into appropriate Architecture Governance, which is the practice of ensuring compliance with the enterprise architecture and its principles, standards, and goals. The Implementation Governance Model is part of the Implementation and Migration Plan, which is the output of Phase F: Migration Planning of the Architecture Development Method (ADM)¹² References: 1: The TOGAF Standard, Version 9.2, Part II: Architecture Development Method (ADM), Chapter 21: Phase F: Migration Planning 2: The TOGAF Standard, Version 9.2, Part VI: Architecture Capability Framework, Chapter 50: Architecture Governance

NEW QUESTION: 3

Complete the sentence The TOGAF standard covers the development of four architecture domains. Business.

Data, Technology and_____.

- A. Segment
- B. Transition
- C. Capability
- D. Application

Answer: D (LEAVE A REPLY)

The TOGAF standard covers the development of four architecture domains: Business, Data, Technology and Application. These domains represent different aspects of an enterprise's architecture and provide a consistent way of describing, analyzing, and designing them. Reference: The TOGAF Standard | The Open Group Website, Section 2.2 Architecture Development Method (ADM).

NEW QUESTION: 4

Complete the sentence. The architecture domains that are considered by the TOGAF standard as subsets of an overall enterprise architecture are Business, Technology,

- A. Logical and Physical
- B. Information and Data
- C. Capability and Segment
- D. Application and Data

Answer: D (LEAVE A REPLY)

These domains provide a consistent way to describe and understand the architecture from different perspectives, such as business, information, and technology¹². Each domain has its own set of concepts, models, views, and artifacts that define the structure and behavior of the architecture within that domain¹².

The other options are incorrect because:

*Logical and Physical are not architecture domains, but rather levels of abstraction that can be applied to any domain. Logical architecture describes the functionality and behavior of the system, while physical architecture describes the implementation and deployment of the system³.

*Information and Data are not distinct architecture domains, but rather aspects of the same domain.

Information architecture describes the meaning and context of the data, while data architecture describes the structure and format of the data⁴.

*Capability and Segment are not architecture domains, but rather levels of granularity that can be applied to any domain. Capability architecture describes the current and desired states of a specific business capability, while segment architecture describes a subdivision of the enterprise that has a clear business focus⁵.

References: 1: The TOGAF Standard, Version 9.2 - Definitions 2: TOGAF Standard - Introduction - Definitions 3: [Logical vs Physical Architecture] 4: [Information Architecture vs Data Architecture] 5: [The TOGAF Standard, Version 9.2 - Applying the ADM Across the Architecture Landscape]

NEW QUESTION: 5

Which of the following best describes a Business Scenario?

- A. A business problem together with the desired outcome.
- B. A use-case for developing a business model.
- C. A method to quantify readiness for change.
- D. A technique to identify differences between a baseline and a target architecture.

Answer: A ([LEAVE A REPLY](#))

Comprehensive and Detailed Explanation From documents:

In TOGAF, a Business Scenario is an ADM technique used to capture and structure business requirements in a way that directly informs the development and validation of architectures. It frames a specific business problem (or opportunity) and articulates the desired outcomes/objectives, along with the business and technical context, the involved actors and roles (human and system), and the measures of success. This makes option A correct because it concisely captures the essence of a Business Scenario: a well-defined business problem coupled with the outcomes the business seeks to achieve.

A good Business Scenario typically includes:

- * The business problem/opportunity and drivers.
- * The business and technical environment/context in which the problem exists.
- * The desired outcomes/objectives and measures of success (how success will be recognized).
- * Actors and roles (both human and system) and their interactions.
- * Capabilities and high-level requirements implied by the scenario.

Business Scenarios are especially valuable in Phase A: Architecture Vision to validate scope, objectives, and business value, and they continue to be used throughout Phases B-D to test and validate the target architectures and to maintain requirements traceability via Requirements Management. They promote shared understanding among stakeholders and provide a concrete basis for evaluating solution options and assessing architecture fitness-for-purpose.

Why the other options are incorrect:

- * B. A use-case for developing a business model. While Business Scenarios and use-cases are related, a Business Scenario is broader. It provides context, problem, objectives, and measures of success; use-cases are often derived from or complement Business Scenarios to specify interactions, but a Business Scenario is not merely a use-case.
- * C. A method to quantify readiness for change. This describes Business Transformation Readiness Assessment, a separate TOGAF technique used to gauge an organization's readiness to execute change. It is not what TOGAF defines as a Business Scenario.
- * D. A technique to identify differences between a baseline and a target architecture. That is Gap Analysis, another distinct ADM technique used to determine what needs to change to move from the current state to the desired future state.

References (official TOGAF materials; no links):

- * The Open Group, TOGAF Standard, Version 9.2, Part III: ADM Guidelines & Techniques - Business Scenarios; also Requirements Management, and Phase A: Architecture Vision (Part II) for where Business Scenarios are applied.
- * The Open Group, TOGAF Series Guide: Business Scenarios - definition, structure, and usage of Business Scenarios across the ADM.
- * The Open Group, TOGAF 9 Foundation Study Guide (latest edition) - coverage of Business Scenarios as an ADM technique and their relationship to use-cases.
- * The Open Group, TOGAF 9 Certified Study Guide (latest edition) - contrasts with related techniques (Gap Analysis; Business Transformation Readiness Assessment) and explains use within Phase A and Requirements Management.=====

NEW QUESTION: 6

Consider the following chart:

Which important concept for Enterprise Architecture Practitioners does it illustrate?

- A.** Enterprise Architects must use Gantt charts to communicate with Stakeholders.
- B.** An Enterprise Architecture must be developed in phases with a limited fixed duration.
- C.** ADM phases must be run in a sequenced approach to produce the Architecture.

D. ADM phases must be run simultaneously until the relevant information has been produced.

Answer: C (LEAVE A REPLY)

The chart shown is a Gantt chart, which is commonly used for project management to illustrate a project schedule. In the context of TOGAF (The Open Group Architecture Framework), which is a framework for enterprise architecture, this Gantt chart is demonstrating the sequenced approach to the Architecture Development Method (ADM). The ADM is the core process of TOGAF which provides a tested and repeatable process for developing architectures. The ADM is described as being iterative, over the whole process, between phases, and within phases. For each iteration of the ADM, a fresh decision must be taken about each of the parameters (scope, granularity, time period, and architecture assets).

The ADM consists of a number of phases that have to be followed in sequence:

Preliminary Phase: Framework and principles

Phase A: Architecture Vision

Phase B: Business Architecture

Phase C: Information Systems Architectures, including Data and Application Architectures Phase D: Technology Architecture Phase E:

Opportunities and Solutions Phase F: Migration Planning Phase G: Implementation Governance Phase H: Architecture Change

Management Requirements Management Each phase is dependent on the outputs of the previous phase and the Requirements Management phase runs throughout. The Gantt chart clearly shows the dependency and sequence in which these phases occur, implying that a structured approach is followed to produce the enterprise architecture.

The TOGAF Standard, Version 9.2, a standard of The Open Group

The TOGAF documentation available at <https://publications.opengroup.org/standards/architecture> and

<https://publications.opengroup.org/guides/architecture>

NEW QUESTION: 7

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 businesses. You would develop just enough applications, data, and technology architecture to identify options. For each project this should include identification of candidate architecture and solution building blocks. You will identify solution providers, perform a readiness assessment, and assess the viability and fitness of the solution options. You will then document the draft Implementation and Migration plan.

B. You would refer to the end-to-end Target Architecture for guidance and direction. The first objective should be to identify projects, dependencies and synergies, then prioritize before initiating the projects.

You will develop high-level architecture descriptions. For each project you would estimate effort size, identify reference architectures, and candidate building blocks. You will identify the resource needs considering cost and value. You will document options, risks, and controls to enable viability analysis and trade-off with the stakeholders.

C. You will revisit ADM Phase A. identifying the stakeholders and creating a new Architecture Vision.

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 developed. 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.

D. You will research leading data businesses, developing high-level Target Data, Application and Technology Architectures. 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 architecture. You will identify and cost major work packages, and then develop an Architecture Roadmap. You would then seek approval by the Architecture Board and initiate the project.

Answer: B (LEAVE A REPLY)

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.

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: 8

Scenario:

You are working as an Enterprise Architect within a company providing legal services. The company operates in many countries and has a complicated structure. Every office must follow the local regulations in their country.

The company's Enterprise Architecture (EA) department has been operating for several years and has mature, well-developed architecture governance and development processes based on the TOGAF standard. In addition to the EA program, the company has several management frameworks, including business planning, project/portfolio management, and operations management. The Architecture Board includes representatives from all parts of the company.

The Chief Information Officer (CIO) is the sponsor of the Enterprise Architecture program. The CIO has actively encouraged architecting with agility within the EA department as the preferred approach for projects.

The CIO has given approval for a Request for Architecture Work to explore the adoption of an AI-powered system for managing legal cases and financial processes.

Senior management has become more concerned about business performance, especially with the advancements in Artificial Intelligence (AI). Many of the company's competitors have started using AI to assist with legal strategies, streamline processes, and boost productivity. One of the most important benefits AI has for the business is its ability to increase accuracy and minimize mistakes. Some of the top managers are worried about a change in the way of working, and if it will achieve the business goals. Their staff also fear that management will use the AI system to measure their performance.

The CIO wants to know how to address these concerns and reduce risks.

The new system is expected to guide legal professionals and analysts on which tasks to focus on. The main goals are to improve productivity and make better use of staff. In addition, the CIO hopes these changes will lead to higher customer satisfaction.

Refer to the scenario:

You have been asked to respond to the Chief Information Officer (CIO) recommending an approach that would enable the development of an architecture that addresses the concerns of the top managers and the multiple branches in different parts of the company.

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

- A.** You recommend that models be created for each of the Business, Application, and Technology architectures. These can be used to ensure that the system will be compliant with the local regulations for each operating entity. This ensures that all necessary data and detail is addressed. A formal review should be held with the stakeholders to verify that their concerns have been properly addressed by the models.
- B.** You recommend that an analysis of the stakeholders is undertaken. This will allow the architects to define groups of partners (the stakeholders) who have common concerns and include development of a Stakeholder Map. The concerns and relevant views should then be defined for each group and recorded in the Architecture Vision document. To reduce risk, you include a requirement that there be progressive development of the target architecture to get regular feedback.
- C.** You recommend creation of a set of business models that can be applied uniformly across all AI-related architecture projects. These should be developed in a portable format to ensure maximum portability across the many tools used in the firm. Each architecture should then be defined based on this fixed set of models. All concerned stakeholders can then examine the models to ensure that their needs have been addressed.
- D.** You recommend that a Communications Plan be created to address the key stakeholders, particularly influential partners. This plan should include a report summarizing the key features of the architecture with respect to each location and reflect the stakeholders' requirements. You will check with each key stakeholder that their concerns have been addressed. Risk mitigation should be explicitly addressed as a component of the architecture being developed.

Answer: (SHOW ANSWER)

The correct answer is B, as it aligns with TOGAF's stakeholder management approach, ensuring that stakeholder concerns are captured and addressed iteratively throughout the architecture development process.

Analysis of the Correct Answer (Option B):

Stakeholder Analysis and Mapping

The scenario highlights that top managers and staff are worried about the changes AI will bring.

TOGAF recommends stakeholder analysis early in the ADM process to ensure that concerns, expectations, and risks are documented.

Creating a Stakeholder Map groups stakeholders by common concerns, allowing architects to develop tailored viewpoints.

Recording Concerns in the Architecture Vision Document

The Architecture Vision (ADM Phase A) serves as a high-level guiding document.

Capturing stakeholder concerns in the Vision document ensures alignment between business goals and technology implementation.

Iterative Development and Regular Feedback

The scenario describes an AI-powered system with major business impacts, so incremental validation is necessary.

TOGAF emphasizes progressive development to manage risk and validate requirements continuously.

Regular feedback loops help mitigate resistance from top managers and staff.

Why Other Options Are Incorrect?

Option A: Creating Models for Business, Application, and Technology Architectures Incorrect because while compliance is important, it does not address stakeholder concerns directly.

The scenario is about ensuring buy-in from top managers and employees, not just regulatory compliance.

Option C: Using Uniform Business Models Across AI Projects

Incorrect because a one-size-fits-all model does not allow for regional and functional differences within the company.

The scenario emphasizes the need to address specific concerns of top managers and different locations, which requires stakeholder-specific customization.

Option D: Creating a Communications Plan

Incorrect because communication alone does not resolve stakeholder concerns.

While communication is useful, the architecture development process should include stakeholder engagement and progressive validation, not just reporting.

References:

TOGAF Standard, ADM Phase A - Architecture Vision

TOGAF Standard, Stakeholder Management (ADM Guidelines and Techniques)

TOGAF Enterprise Architecture Principles - The Open Group

NEW QUESTION: 9

Please read this scenario prior to answering the question

You are employed as an Enterprise Architect within a large law firm. The firm operates in many countries and has a complicated structure. Every office must follow the local regulations in their country.

The firm has an established Enterprise Architecture (EA) department which has been operating for several years. It has architecture governance and development processes based on the TOGAF standard. In addition to the EA program, the firm has several management frameworks in use, including business planning, project

/portfolio management, and operations management. The Architecture Board includes representatives from all parts of the firm.

The Chief Information Officer (CIO) is the sponsor of the Enterprise Architecture program. The CIO has actively encouraged architecting with agility within the EA department as her preferred approach for projects.

The CIO has given approval for a Request for Architecture Work to explore the adoption of an AI-based system for managing legal cases and financial processes.

Senior management has become more and more worried about how well the business is running, especially with the advancements in Artificial Intelligence (AI). Many of the firm's competitors have started using AI to assist with legal strategies, streamline processes, and boost productivity. One of the most important benefits AI has for the business is its ability to increase accuracy and minimize mistakes. Some of the top managers are worried about a change in the way of working, and if it will achieve the goals.

Their staff also fear that management will use the system to measure their performance. The CIO wants to know how to address these concerns and reduce risks. The new system would provide guidance to legal professionals and analysts on which tasks to focus on. The main goals are to improve productivity and make better use of staff. In addition, the CIO hopes these changes will lead to higher customer satisfaction.

Refer to the scenario

The Chief Information Officer (CIO) has asked you how to address the concerns and lower risks when introducing artificial intelligence (AI) in the firm.

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

- A.** The stakeholders should be identified, and their concerns documented in the Architecture Vision. A Communications Plan should be created to address the stakeholders. This plan should include a report that summarizes the key features of the architecture with respect to each location and the stakeholders' requirements. You will check with key stakeholders that their concerns are being addressed. Risk mitigation should be addressed as part of the architecture being developed.
- B.** A set of business models should be developed with focus on the essential business problem and the vision of the change being proposed. These models will be used to build consensus with the top managers on the approach for deployment of the AI-based solution. A meeting should be held with the key stakeholders to explain how to use and understand the models. Risk will be managed as part of the Security Architecture development.
- C.** An analysis of the stakeholders should be carried out. This will allow the architects to define groups of stakeholders who have common concerns and include development of a Stakeholder Map. The concerns and relevant views should then be defined for each group and recorded in the Architecture Vision document. To reduce risk, you include a requirement that there be progressive development of the target architecture to get regular feedback.
- D.** Models should be created for each of the high-level Business, Application and Technology architectures included in the Architecture Vision. The models can be used to help the top management understand the new business direction, and make sure that the system will be compliant with the local regulations for each operating entity. A formal review should be held with the stakeholders to confirm that their concerns have been properly addressed by the models.

Answer: C (LEAVE A REPLY)

The question focuses on addressing stakeholder concerns and mitigating risks when introducing AI-based systems in a law firm, while also reflecting the CIO's preference for architecting with agility.

Option C is the best fit according to TOGAF.

Why Option C Is Correct

1. TOGAF Emphasizes Stakeholder Identification and Stakeholder Mapping (Phase A) TOGAF requires:
 - * Identifying stakeholders
 - * Analyzing their concerns, interests, and influence
 - * Grouping stakeholders into categories

- * Producing a Stakeholder Map and defining needed views

Option C precisely describes this process.

2. Document Concerns in the Architecture Vision

The TOGAF Architecture Vision must include:

- * Stakeholder concerns
- * Relevant viewpoints
- * Business goals and drivers
- * High-level requirements

C describes documenting concerns and views in the Architecture Vision, which aligns perfectly with TOGAF Phase A.

3. Supports Agility / Progressive Development

The CIO promotes architecting with agility.

Option C includes:

"a requirement that there be progressive development of the target architecture to get regular feedback." This is consistent with:

- * TOGAF's support for iterative, incremental, and risk-reducing development cycles
- * Agile architecture principles

Thus, C aligns both with TOGAF and the CIO's preference for agile adoption.

Why the Other Options Are Incorrect

A:

- * Communication planning is valid, but the answer is too focused on reporting and location-specific summaries, which are not part of TOGAF Phase A.
- * Does not address the CIO's need for agility.
- * Risk mitigation is described vaguely and incorrectly tied to later phases.

B:

- * Focuses on "business models" and "security architecture" - not the right emphasis for early stakeholder engagement.
- * Does not address fear of job performance monitoring or behavior change, which requires stakeholder- sensitive treatment.

D:

- * Proposes creating high-level Business, Application, and Technology models in Phase A, which is inappropriate - such models belong in Phases B, C, D, not Vision.
- * Focuses on regulatory compliance rather than stakeholder concerns.

TOGAF References

TOGAF 9.2 - Phase A: Architecture Vision

- * Defines stakeholder identification, concerns, and stakeholder map.
- * Encourages iterative, agile approaches.
- * Requires capturing concerns in the Architecture Vision.

TOGAF ADM Guidance for Agile

- * Supports incremental, feedback-driven development to reduce risk.

NEW QUESTION: 10

In which part of the ADM cycle do building block gaps become associated with work packages that will address the gaps?

A. Phases G and H

B. Phases F

C. Phases B C and D

D. Phase E

Answer: D ([LEAVE A REPLY](#))

In Phase E of the ADM cycle, building block gaps become associated with work packages that will address the gaps. This phase involves creating an Implementation and Migration Plan that defines a set of work packages and Transition Architectures that will deliver the Target Architecture. Reference: The TOGAF Standard | The Open Group Website, Section 3.2.5 Phase E: Opportunities and Solutions.

NEW QUESTION: 11

Which of the following best describes the class of information known as the Reference Library within the Architecture Repository?

A. Guidelines and templates used to create new architectures

B. Specifications to which architectures must conform

C. A record of the governance activity across the enterprise

D. Processes to support governance of the Architecture Repository

Answer: A ([LEAVE A REPLY](#))

The class of information known as the Reference Library within the Architecture Repository contains guidelines and templates used to create new architectures. The Reference Library provides a set of resources that can be leveraged or customized for specific architecture development purposes. It includes generic building blocks, patterns, models, standards, frameworks, methods, techniques, best practices, etc. Reference:

The TOGAF Standard | The Open Group Website, Section 2.4 Architecture Repository.

NEW QUESTION: 12

Please read this scenario prior to answering the question

You are employed as an Enterprise Architect at a technology company, reporting directly to the Chief Enterprise Architect. The company supplies personnel and delivers cloud- based solutions to numerous government agencies.

The nature of the business is such that the data and the information stored on the company systems is the company's major asset and is highly confidential. The company employees work remotely and need constant access to the company systems, which is done by the public infrastructure. They use message encryption, secure internet connections using Virtual Private Networks (VPNs), and other standard security measures. The company provides computer security awareness training for all its staff.

The Chief Security Officer (CSO) has noted an increase in distributed denial of service (DDoS) attacks on companies with a similar profile. The CSO understands that even with thorough preparation, a major attack could stop employees from being able to do their jobs. This could lead to a large financial loss, damage to the company's reputation with customers, and employees being unable to work.

A risk assessment has been completed and the company has looked for cyber insurance that covers such attacks. The price for this insurance is very high. The CTO has decided not to get cyber insurance to cover such attacks.

The company follows the TOGAF standard as the method and guiding framework for its Enterprise Architecture (EA) practice. The Chief Technology Officer (CTO) is the sponsor of the activity. The practice uses an iterative approach for its architecture development.

This has enabled the decision makers to gain valuable insights into the different aspects of the business Please read this scenario prior to answering the question You have been asked to describe the steps you would take to strengthen the current architecture to improve data protection.

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

A. You would request technology updates from existing suppliers that improve the company's capabilities to detect, react, and recover from an incident. You would run a simulated ransomware attack to evaluate the current Enterprise Architecture's resilience and recovery capabilities. Using the findings, you would perform a gap analysis of the current Enterprise Architecture, and prepare change requests to address identified gaps. You would document the changes implemented and add to the Architecture Repository.

B. You would run a planning exercise to assess the business continuity requirements and analyze the current Enterprise Architecture for gaps. You create a formal change request related to business resilience and maintaining critical business functions. You would arrange a meeting of the Architecture Board to assess and approve the change request. Once approved you would create a new Request for Architecture Work to begin an ADM cycle to implement the changes.

C. You would ensure that business value and cost of continuity measures are understood by key stakeholders, and that the company has in place up-to-date processes for managing change to the current Enterprise Architecture. You recommend that DDoS mitigation be addressed at the infrastructure level to ensure effective, scalable protection. Changes should be made to the baseline description of the Technology Architecture. The changes should be approved by the Architecture Board and implemented by change management techniques.

D. You would hold an Architecture Compliance Review with the scope to examine the company's ability to respond to such attacks. You would identify the departments involved and have them nominate representatives. You would then tailor checklists to address the requirement for increased business continuity and resilience. You would circulate the checklists to the nominated representatives for them to complete. You would review the completed checklists, identifying and resolving issues. You would then determine and present your recommendations to the Architecture Board.

Answer: B (LEAVE A REPLY)

In this scenario, the CTO has not purchased cyber-insurance, the CSO is concerned about increased DDoS risk, and YOU (the EA) are asked "to describe the steps you would take to strengthen the current architecture to improve data protection." Because the company follows the TOGAF standard and uses an iterative ADM cycle, the correct response must:

- * Start with the risk/continuity concern
- * Use the formal TOGAF change management process
- * Lead to a Request for Architecture Work
- * Initiate a new ADM cycle to update the architecture properly
- * Ensure Architecture Board governance

Option B is the only answer that matches TOGAF's required process.

Why Option B is correct (TOGAF-aligned)

Option B follows TOGAF's Architecture Change Management (Phase H) process:

- * Assess the business continuity requirements- Correct: Phase H requires evaluating change triggers such as new risks, threats, or incidents.- DDoS risk # business continuity concern # legitimate architecture change trigger.
- * Analyze the current architecture for gaps- Correct: TOGAF Phase H requires assessing whether the current baseline architecture can support required resilience.
- * Create a formal Change Request- Exactly correct: Phase H outputs Architecture Change Requests (ACRs) for significant changes.- ACR includes description, rationale, and impact (in this case: resilience, continuity, and data protection).
- * Architecture Board reviews/approves the change request- Correct: All major architecture changes must go through Architecture Governance.
- * Create a new Request for Architecture Work (RAFW)- Required when the change is significant and needs a new ADM cycle.- Strengthening data protection and business continuity DEFINITELY qualifies as a major change.

* Begin a new ADM cycle to implement the changes- Perfectly aligned with TOGAF's iterative approach: Business continuity # update Technology Architecture # updated security patterns # updated Target Architecture.

This is exactly the TOGAF-prescribed method to strengthen an architecture when significant new risks appear.

Therefore, Option B is the correct and TOGAF-compliant answer.

Why the other options are incorrect

A - Not TOGAF-aligned

* Starts with vendors and simulations (not TOGAF-first steps).

* No mention of Architecture Board or Change Management.

* No Request for Architecture Work.

* Gap analysis alone is not the first step for significant architectural risk.

C - Too narrow and skips TOGAF governance

* Jumps straight to modifying the Technology Architecture baseline.

* No Change Request, no RFAW, no ADM cycle initiation.

* Recommends a solution ("DDoS mitigation at infrastructure level") before architectural assessment.

D - Misuses Architecture Compliance Review

* Architecture Compliance Reviews check conformity to an existing architecture-not evaluate new risks or design resilience enhancements.

* A compliance review is not the correct first step for addressing new threats.

NEW QUESTION: 13

What concept enables the simultaneous operation of multiple ADM phases?

A. Iteration

B. Change Management

C. Digital Transformation

D. Transition Planning

Answer: A (LEAVE A REPLY)

Comprehensive and Detailed In-Depth Explanation from Expert in Enterprise Architecture, guiding in TOGAF and ArchiMate:

TOGAF explicitly allows the ADM to be executed in a non-linear and iterative manner.

Iteration enables:

* Multiple ADM phases to be active at the same time

* Overlapping work across architecture domains

* Incremental refinement of architectures

* Agile and responsive architecture development

Why Option A is correct:

* Iteration is the TOGAF mechanism that enables simultaneous and repeated execution of ADM phases.

Why the other options are incorrect:

* B. Change Management: Controls change, but does not enable parallel ADM execution.

* C. Digital Transformation: A business initiative, not an ADM execution concept.

* D. Transition Planning: A specific planning activity, not an execution model.

NEW QUESTION: 14

Consider the following statements describing the TOGAF ADM:

- * All ADM activities are carried out within an iterative cycle of continuous architecture definition and realization
- * The Requirements Management phase is a continuous phase
- * Output from an early phase may be modified in a later phase
- * When a phase starts, the previous phase closes

Which statements are correct?

A. 2, 3 & 4

B. 1, 2 & 3

C. 1, 2 & 4

D. 1, 3 & 4

Answer: ([SHOW ANSWER](#))

Comprehensive and Detailed Explanation

Let's examine each statement against the TOGAF ADM principles:

- * All ADM activities are carried out within an iterative cycle of continuous architecture definition and realization
- * Correct. The ADM is iterative in three dimensions: across the cycle, between levels (enterprise, segment, capability), and within phases. This means architecture development is never linear but part of a continuous cycle of definition and realization.
- * The Requirements Management phase is a continuous phase
- * Correct. Requirements Management is central to the ADM cycle. It operates continuously, ensuring requirements are identified, stored, and addressed throughout all phases, not only in a single step.
- * Output from an early phase may be modified in a later phase
- * Correct. The ADM is iterative and allows feedback between phases. For example, new requirements identified in later phases may lead to modifications of deliverables from earlier phases.
- * When a phase starts, the previous phase closes
- * Incorrect. The ADM is not strictly sequential. Phases can overlap, iterate, and provide feedback loops. One phase starting does not imply that the previous phase is closed; instead, phases interact dynamically.

Correct Mapping

- * Statements 1, 2, and 3 are correct.
- * Statement 4 is incorrect.

Correct answer is B (1, 2 & 3).

Why the other options are incorrect

- * A (2, 3 & 4): Includes statement 4, which is incorrect.
- * C (1, 2 & 4): Includes statement 4, which is incorrect.
- * D (1, 3 & 4): Includes statement 4, which is incorrect.

References

- * The Open Group, TOGAF Standard, Version 9.2, Part II: ADM - overview of ADM iterations, Requirements Management, and feedback between phases.
- * The Open Group, TOGAF 9 Certified Study Guide - emphasizes ADM as iterative and requirements-driven.

NEW QUESTION: 15

Consider the following statement.

According to the TOGAF standard, a governed approach of a particular deliverable will ensure adherence to the principles, standards, and requirements of the existing or developing architectures.

Which deliverable does this refer to?

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

Answer: (SHOW ANSWER)

According to the TOGAF Standard, 10th Edition, an architecture contract is "a formal agreement between a service provider and a service consumer that defines the mutual commitments and expectations for the delivery of an architecture" 1. An architecture contract is a governed approach of a particular deliverable that will ensure adherence to the principles, standards, and requirements of the existing or developing architectures, as it specifies the roles, responsibilities, deliverables, quality criteria, and acceptance criteria for the architecture work 1. The other options are not correct, as they are not governed approaches of a particular deliverable, but rather different types of deliverables within the architecture development process. An architecture vision is "a high-level, aspirational view of the target architecture" 1. A statement of architecture work is "a document that defines the scope and approach that will be used to complete an architecture project"

1. An architecture definition document is "a document that describes the baseline and target architectures for one or more domains" 1.

References: 1: TOGAF Standard, 10th Edition, Part I: Introduction, Chapter 3:

Definitions.

NEW QUESTION: 16

Which of the following is a responsibility of an Architecture Board?

- A. Conducting assessments of the maturity level of architecture discipline within the organization
- B. Allocating resources for architecture projects
- C. Creating the Statement of Architecture Work
- D. Establishing targets for re-use of components

Answer: D (LEAVE A REPLY)

An Architecture Board is an executive-level group responsible for the review and maintenance of the strategic architecture and all of its sub-architectures¹. It is a key element in a successful Architecture Governance strategy².

An Architecture Board is typically made responsible, and accountable, for achieving some or all of the following goals²:

Providing the basis for all decision-making with regard to the architectures
Consistency between sub-architectures
Establishing targets for re-use of components
Flexibility of the Enterprise Architecture: To meet changing business needs
To leverage new technologies
Enforcement of Architecture Compliance
Improving the maturity level of architecture discipline within the organization
Ensuring that the discipline of architecture-based development is adopted
Supporting a visible escalation capability for out-of-bounds decisions
Therefore, the correct answer is option D, which captures one of the goals of an Architecture Board as stated in the TOGAF Standard, Version 9.22.

Option A is incorrect, because conducting assessments of the maturity level of architecture discipline within the organization is not a direct responsibility of an Architecture Board, but rather a part of the Architecture Capability Framework³.

Option B is incorrect, because allocating resources for architecture projects is not a direct responsibility of an Architecture Board, but rather a part of the Architecture Governance Framework⁴.

Option C is incorrect, because creating the Statement of Architecture Work is not a direct responsibility of an Architecture Board, but rather a part of the Architecture Development Method⁵. References:

1: Architecture Board - The Open Group³

2: TOGAF Standard, Version 9.2 - Part VI: Architecture Governance Framework - Architecture Board

3: TOGAF Standard, Version 9.2 - Part VI: Architecture Governance Framework - Architecture Capability Framework

4: TOGAF Standard, Version 9.2 - Part VI: Architecture Governance Framework - Architecture Governance Framework

5: TOGAF Standard, Version 9.2 - Part II: Architecture Development Method - Phase A: Architecture Vision

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NEW QUESTION: 17

What are the following activities part of?

- * Initial risk assessment
- * Risk mitigation and residual risk assessment
- * Risk monitoring

- A.** Risk Management
- B.** Phase A
- C.** Security Architecture
- D.** Phase C

Answer: ([SHOW ANSWER](#))

The following activities are part of Risk Management:

- * Initial risk assessment
- * Risk mitigation and residual risk assessment
- * Risk monitoring

Risk Management is the process of identifying, assessing, and responding to risks that may affect the achievement of the enterprise's objectives. Risk Management involves balancing positive and negative outcomes resulting from the realization of either opportunities or threats. Reference: The TOGAF Standard | The Open Group Website, Section 3.3.3 Risk Management.

NEW QUESTION: 18

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 stakeholders. You would develop alternative Target Architectures, highlighting the gaps between current state and the alternatives. You would consider combining features from one or more alternatives in collaboration with the stakeholders.

A formal stakeholder review should then be held to decide which alternative is fit for purpose and should be moved forward with. You will then secure the funding required.

B. 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. You would develop just enough of the Target Architecture to demonstrate fitness of the proposed approach. You would limit the description to just where there is a gap between the current baseline. You would seek approval by the stakeholders to move forward with developing the Target Architecture in detail.

C. 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 Architectures. You would identify the impact on planned projects. You would understand the strengths and weaknesses of the alternatives. You would conduct a formal stakeholder review to decide which alternative to move forward with. You will determine the funding required.

D. You would review the Stakeholder Map and ensure that you have addressed and represented the concerns of all department heads. You will involve them in resolving the incompatibilities. 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. You will check with each key stakeholder they are satisfied with how the incompatibilities have been resolved.

Answer: (SHOW ANSWER)

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: 19

Which statement about Requirements Management is most correct?

A. The purpose of Requirements Management is to process change requests

B. Stakeholder requirements are captured once in Phase A and managed throughout the ADM cycle

C. Requirements Management is a step of all ADM Phases

D. Requirements Management and stakeholder engagement are placed at the center of architecture development

Answer: D (LEAVE A REPLY)

This statement about Requirements Management is most correct because it reflects the central role of Requirements Management and stakeholder engagement in the ADM cycle. Requirements Management is not a step of all ADM Phases, but rather an ongoing process that ensures that all relevant requirements are elicited, analyzed, prioritized, and addressed throughout the architecture development and transition.

Stakeholder engagement is also a continuous activity that involves identifying, communicating, and managing stakeholder expectations and concerns. Reference: The TOGAF Standard | The Open Group Website, Section 3.1 Introduction to the ADM.

NEW QUESTION: 20

Full Scenario

You are employed as an Enterprise Architect in an Enterprise Architecture (EA) team at a food production and distribution company. The main goal of the company is to increase profit while meeting the needs of consumers for its products. Its customers want food that is produced sustainably, safely, and transparently, while reducing environmental impact.

The company has an Enterprise Architecture practice based on the TOGAF standard, using it as the method and guiding framework.

The Chief Information Officer (CIO) is the sponsor of EA practice.

The business is a highly mechanized agricultural operation where business capabilities, including planting, harvesting, processing, packaging, and distribution, rely heavily on technology and machinery. The use of EA has enabled the decision makers to have valuable insights into the different aspects of the business.

The warmer climate has led to less successful farming, and the company is growing fewer crops than before.

Also, prices for energy, feed, fuel, and fertilizer have gone up. This has caused a big drop in earnings. Due to the rising costs and lower profits, the company has been unable to do as much to help the environment. It especially has struggled to reduce its carbon emissions. In response to the situation, the Chief Executive Officer (CEO) has decided that big changes are needed, that will lead both to improved crop production and profitability. They must look to all aspects of the business.

This includes looking at the mix of crops to mitigate for the change in climate. The company will also cease to process its own crops and will sell off its processing facilities. Thus, the target market will change, and the end-products will be different and more varied. A formal request for architecture change has been approved.

At this stage there is no fixed scope, shared vision, or objectives.

Question:

What is the best approach for architecture development to realize the CEO's change in direction for the company?

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

- A.** The team should use the Architecture Definition Document and work on architecture development starting simultaneously phases B, C and D. This is because the CEO has identified the need to change. This will ensure that the change can be defined in a structured manner and address the requirements needed to realize the change.
- B.** The team should define the baseline Technology Architecture first in order to assess the current infrastructure capacity and capability for the company. Next, the team should concentrate on transition planning and incremental architecture deployment. This will identify requirements to ensure that the projects are sequenced in an optimal fashion to realize the change.
- C.** The team should produce a new Request for Architecture Work leading to development of a new Architecture Vision. The trade-off method should be applied to identify and select an architecture satisfying the stakeholders. For an efficient change the EA team should be aligned with the organization's planning, budgeting, operational, and change processes.
- D.** The team should work on architecture definition including development of business models, with emphasis on defining the change parameters to support this new business strategy that the CEO has identified. Once understood, the team will be in the best position to identify the requirements, drivers, issues, and constraints for the change.

Answer: C (LEAVE A REPLY)

In TOGAF, when an enterprise undergoes a significant strategic shift-particularly one initiated by executive leadership without a clearly defined scope, vision, or objectives-the correct starting point is always Phase A:

Architecture Vision, and only after a formal Request for Architecture Work is created or updated. The scenario explicitly states that the CEO has approved a request for architecture change but has not defined scope, constraints, or direction. This aligns precisely with TOGAF guidance that Phase A must establish the high-level vision, stakeholder concerns, business drivers, and initial requirements before moving into the detailed architecture development phases (B, C, D).

Answer choice C reflects this: it requires producing a new Request for Architecture Work and developing a new Architecture Vision, which is the foundational step for any enterprise-wide transformational effort.

TOGAF also requires application of the trade-off method to balance stakeholder needs in the Vision phase before detailed architectures are designed.

Choices A and D incorrectly assume architecture definition can begin without a clear approved vision. Choice B focuses solely on Technology Architecture, which contradicts TOGAF's requirement that Business Architecture must lead the effort during major transformation.

Thus, the only answer compliant with TOGAF ADM is C.

NEW QUESTION: 21

Please read this scenario prior to answering the question

You are employed as an Enterprise Architect in a team at a large company. The company sells luxury food and drinks in more than 10,000 stores worldwide. The company is a leader in using technology to connect with its customers. This includes online ordering, mobile apps, and rewards programs. The company is also famous for bringing new ideas to the market, like ordering through apps, using AI to suggest personalized options, self-service pickup stations, and changing prices based on demand.

The stores are open every day. They send timely sales data to a central system that manages inventory. This system can predict what products are needed, adjust how much stock there is, and order more stock automatically. The stores and the main inventory system work directly with the mobile apps, allowing orders to be made online. The central inventory system is located at the company's main data center.

The company will merge with a major competitor. This competitor has a synergistic business. Leaders from both companies have told shareholders that the merger will happen fast. There will be minimal impact for customers. All stores will keep the current brand names. They will combine their systems, choosing the best ones to use.

This means their store management and back-office systems will become one. They will stop using duplicate systems and use one main system to manage the stores.

They will also cut down on the number of back-office applications they use.

The Request for Architecture Work to oversee the merger has been approved.

Stakeholders, concerns, and business requirements have been identified. The stakeholders have made it clear that they expect to continue to be able to innovate quickly, and that changes should not restrict that capability. The scope of what is inside and what is outside the architecture efforts has been confirmed. The next step is to revisit and review the Architecture Principles, as they form part of the constraints on architecture work.

Business Continuity is essential given that the business depends on real-time ordering and automated inventory management. During the systems integration, maintaining service for customers and inventory operations must be prioritized. Refer to the scenario. You have been asked to identify the most relevant Architecture Principles for the merger besides Business Continuity.

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

[Note: You should assume that the company follows the example set of Architecture Principles provided in the TOGAF standard, ADM Techniques, Architecture Principles chapter.]

A. Control Technical Diversity will help by standardizing technology platforms as part of the integration process. This will be vital for standardizing the app integration for digital orders with the back-office systems, and will reduce complexity and costs during integration. Data Trustee will establish owners to manage the shared data across the company, thereby assuring data quality. Ease-of-Use is needed to make sure that new user interfaces for the apps continue to be easy to use.

B. Primacy of Principles will make sure that the same principles apply to both organizations of the newly merged operation, creating consistency across locations. Data as an Asset is critical. Since you're maintaining separate mobile apps but consolidating back-end systems, treating data as an asset becomes essential. This principle helps ensure that customer data, and inventory information from both brands are properly integrated and managed. Technology Independence is important when consolidating the back-office applications and order processing systems.

C. Compliance with the Law makes sure that all company activities comply with relevant laws and regulations. This principle provides the foundation for ensuring the merger meets all legal requirements.

Requirements-Based Change will make sure that when combining systems, changes to applications and technology are only made if required by business needs. Responsive Change Management focuses on the speed needed to achieve the goals set by the leaders for a quick merger. We are committed to quickly blending the companies as planned.

D. Service orientation will speed up the merger and make it easier to integrate systems while maintaining business operations. Maximize Benefit to the Enterprise will make sure that merger decisions prioritize the overall benefit to the combined company. Common Use Applications across the merged company is preferred over the use of similar or duplicative applications for certain parts of the company. This help supports the goal of merging back-office systems to reduce duplication.

Answer: (SHOW ANSWER)

You are asked to identify the most relevant Architecture Principles, besides Business Continuity, that apply to a rapid merger, where:

- * Back-office and store management systems will be consolidated
- * Duplicate applications will be eliminated
- * Innovation must remain fast
- * Customer experience must remain uninterrupted

- * Combined enterprise value is the priority

TOGAF's example Architecture Principles include four main categories:

- * Business Principles

- * Data Principles

- * Application Principles

- * Technology Principles

Option D contains the principles that best support the specific needs of the merger as described.

Why Option D is correct

1. Service Orientation (Business Principle)

This principle states that architecture should be organized around services, enabling flexibility, loose coupling, and ease of integration.

For the merger:

- * Integrating two companies' store systems, mobile apps, and inventory platforms requires modular, interoperable services.

- * Service orientation directly supports the requirement that innovation must not slow down.

- * It allows systems to be merged with minimal disruption.

This principle supports fast integration + ongoing innovation - exactly what stakeholders demand.

2. Maximize Benefit to the Enterprise (Business Principle)

This principle ensures decisions are made from an enterprise-wide (not departmental or local) perspective.

In the scenario:

- * Two companies are merging.

- * Decisions must prioritize combined enterprise value, not local optimizations by either company.

- * System consolidation and elimination of duplicates requires an enterprise-first mindset.

This principle aligns perfectly with a merger that aims to unify operations and reduce redundancy.

3. Common Use Applications (Application Principle)

This is one of the MOST relevant principles in any merger.

TOGAF defines this principle as:

"Applications should be shared across the enterprise and not duplicated." In the scenario:

- * Back-office systems and store management tools must be consolidated.

- * Duplicate applications are explicitly to be reduced.

- * One main system will be used across stores.

This principle directly matches the merger's objectives.

Summary

Option D contains the three principles that best support:

- * A major merger

- * System consolidation

- * Reduction of duplication

- * Enterprise-wide benefit

- * Flexible, service-oriented integration

- * Continued innovation

Therefore, Option D is the most appropriate selection according to TOGAF's example Architecture Principles.

NEW QUESTION: 22

Exhibit

Consider the illustration showing an architecture development cycle Which description matches the phase of the ADM labeled as item 2?

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

Answer: C ([LEAVE A REPLY](#))

NEW QUESTION: 23

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: ([SHOW ANSWER](#))

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: 24

Which of the following best describes the purpose of the Gap Analysis technique?

- A. To govern the architecture throughout its implementation process
- B. To develop a set of general rules and guidelines for the architecture
- C. To identify items omitted from the Target Architecture
- D. To allocate resources for architecture projects

Answer: ([SHOW ANSWER](#))

The purpose of the Gap Analysis technique is similar to the previous question, but with a focus on the Target Architecture. The technique helps to identify the items that are not included or specified in the Target Architecture, such as capabilities, services, components, standards, or technologies. These items may be essential for achieving the vision and goals of the enterprise, or for addressing the stakeholder concerns and requirements. By identifying the items omitted from the Target Architecture, the technique helps to ensure that the architecture is comprehensive, feasible, and realistic.

NEW QUESTION: 25

Which of the following is a purpose of Phase A of the TOGAF ADM?

- A. Identifying key stakeholders
- B. Defining the Enterprise strategy
- C. Describing the target architecture
- D. Developing an Enterprise Architecture Capability

Answer: ([SHOW ANSWER](#))

* Phase A: Architecture Vision identifies stakeholders, their concerns, and defines the scope and objectives of the architecture engagement.

* Defining enterprise strategy is outside ADM (it is a business planning activity).

* Describing the target architecture happens in Phases B, C, and D.

* Developing an EA Capability is done in the Preliminary Phase, not Phase A.

Reference: TOGAF Standard, Version 9.2, Part II: ADM, Phase A.

NEW QUESTION: 26

Consider the following statements.

1. All processes, decision-making, and mechanisms used will be established so as to minimize or avoid potential conflicts of interest.
2. More effective strategic decision-making will be made by C-Level executives and business leaders.
3. All actions implemented and their decision support will be available for inspection by authorized organization and provider parties.
4. Digital Transformation and operations will be more effective and efficient.

Which statements highlight the value and necessity for Architecture Governance to be adopted within organizations?

- A. 1and4
- B. 1and3
- C. 2and4
- D. 2and3

Answer: B ([LEAVE A REPLY](#))

Statements 1 and 3 highlight the value and necessity for Architecture Governance to be adopted within organizations. Architecture Governance is the practice and orientation by which Enterprise Architectures and other architectures are managed and controlled at an enterprise-wide level¹². It ensures that architectural decisions are aligned with the organization's strategy, objectives, and standards. Architecture Governance also involves establishing and maintaining processes, decision-making, and mechanisms to avoid or minimize potential conflicts of interest, such as between different stakeholders, business units, or projects³⁴. Moreover, Architecture Governance requires transparency and accountability for all actions implemented and their decision support, so that they can be inspected and evaluated by authorized parties, such as auditors, regulators, or customers⁵. References:

*The TOGAF Standard, Version 9.2 - Architecture Governance - The Open Group

*Architecture Governance - The Open Group

*Tutorial: Governance in TOGAF's Architecture Development Method (ADM)

*Architecture Governance in TOGAF: Ensuring Effective Management and Compliance

*The TOGAF Standard, Version 9.2 - Definitions - The Open Group

*[Architecture Governance in TOGAF: Ensuring Alignment and Control]

NEW QUESTION: 27

Refer to the table below:

Phase	Output & Outcome	Essential Knowledge
?	Completion of the projects to implement the changes necessary to reach the adjusted target state.	Purpose and constraints on the implementation team. (Gap, Architecture Requirement Specification, Control) How stakeholder priority and preference adjust in response to success, value, effort, and risk of change. (Stakeholder Requirements)

Which ADM Phase does this describe?

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

Answer: D (LEAVE A REPLY)

The description provided aligns with Phase F: Migration Planning in the TOGAF ADM. This phase focuses on finalizing and implementing the projects necessary to reach the adjusted target state.

Phase F Objective:

Ensures projects and work packages are well-defined and align with stakeholder priorities.

Translates architecture changes into actionable implementation projects.

Assesses risk, value, and effort in implementation.

Establishes the Implementation and Migration Plan.

Key Outputs of Phase F:

Architecture Roadmap (Updated)

Implementation and Migration Plan

Governance Model for Change Implementation

Why Other Options Are Incorrect:

Option A (Phase E: Opportunities and Solutions): Focuses on defining projects and high-level solutions, but does not complete their implementation planning.

Option B (Phase A: Architecture Vision): Establishes high-level goals but does not involve migration planning.

Option C (Phase G: Implementation Governance): Ensures the execution aligns with architecture, but does not define projects for migration.

Reference:

TOGAF Standard, 10th Edition - Part II: Architecture Development Method, Chapter 19 (Phase F: Migration Planning).

NEW QUESTION: 28

Complete the sentence. The dimensions used to scope an architecture are time period, depth, and

- A. strategy, cost
- B. operating model, resources
- C. capability, budget
- D. breadth, architecture domains

Answer: (SHOW ANSWER)

When scoping an architecture in TOGAF, three key axes (dimensions) are used to frame the extent of the architecture work. The first is time period (how far into the future or over what timeframe to plan). The second is depth-how detailed or granular the architecture models will be (e.g., high level, mid level, very detailed). The third is breadth, which refers to which parts (domains, business units, functions) of the enterprise will be included, and which architecture domains (business, data, application, technology) will be in scope. This triple#dimension model helps architects, stakeholders, and governance bodies understand how wide, deep, and forwardlooking the architecture effort will be. Thus "breadth, architecture domains" is the correct third dimension.

NEW QUESTION: 29

Consider the following statements:

- * The TOGAF ADM requires a partitioning model for architecture development
- * Architectures are partitioned when different teams need to work on different elements of the architecture at the same time
- * Partitions can be used to facilitate architecture re-use

Which statements about Architecture Partitioning are correct?

- A. 1 and 3
- B. 2 and 3
- C. 1, 2 and 3
- D. 1 and 2

Answer: B ([LEAVE A REPLY](#))

NEW QUESTION: 30

Which of the following describes the practice by which the enterprise architecture is managed and controlled at an enterprise-wide level?

- A. Corporate governance
- B. Architecture governance
- C. IT governance
- D. Technology governance

Answer: B ([LEAVE A REPLY](#))

According to the TOGAF Standard, 10th Edition, architecture governance is "the practice by which enterprise architectures and other architectures are managed and controlled at an enterprise-wide level" 1. Architecture governance ensures that the architecture development and implementation are aligned with the strategic objectives, principles, standards, and requirements of the enterprise, and that they deliver the expected value and outcomes. Architecture governance also involves establishing and maintaining the architecture framework, repository, board, contracts, and compliance reviews 1. The other options are not correct, as they are not the term used by the TOGAF Standard to describe the practice by which the enterprise architecture is managed and controlled at an enterprise-wide level. Corporate governance is "the system by which an organization is directed and controlled" 2, and it covers aspects such as leadership, strategy, performance, accountability, and ethics. IT governance is "the system by which the current and future use of IT is directed and controlled" 2, and it covers aspects such as IT strategy, policies, standards, and services. Technology governance is "the system by which the technology decisions and investments are directed and controlled" 3, and it covers aspects such as technology selection, acquisition, deployment, and maintenance. References: 1:

TOGAF Standard, 10th Edition, Part VI: Architecture Governance, Chapter 44: Introduction. 2: TOGAF Standard, 10th Edition, Part I: Introduction, Chapter 3: Definitions. 3: TOGAF Series Guide: Using the TOGAF Framework to Define and Govern Service-Oriented Architectures, Part II: Using the TOGAF Framework to Define and Govern Service-Oriented Architectures, Chapter 5: Technology Governance.

NEW QUESTION: 31

Which of the following statements about architecture partitioning are correct?

- * It is equivalent to architecture levels.
- * It enables different groups of architects to own and develop specific parts of an architecture.
- * It is implemented following a generally applicable partitioning model.
- * It is used to simplify the management of an Enterprise Architecture.

A. 1 & 4

B. 1 & 3

C. 2 & 3

D. 2 & 4

Answer: ([SHOW ANSWER](#))

- * Architecture partitioning is not the same as architecture levels (so 1 is incorrect).
- * It allows different teams of architects to work on different parts of the architecture in parallel (2 is correct).
- * TOGAF does not prescribe a fixed partitioning model; it provides guidance (so 3 is incorrect).
- * Partitioning is used to simplify management of Enterprise Architecture in large or complex organizations (4 is correct).

Reference: TOGAF Standard, Version 9.2, Part III: ADM Guidelines and Techniques - Architecture Partitioning.

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NEW QUESTION: 32

Complete the sentence. The purpose of the Gap Analysis technique is to _____.

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

Answer: ([SHOW ANSWER](#))

Comprehensive and Detailed Explanation

Gap Analysis is an ADM technique used in Phases B, C, and D of the TOGAF ADM (Business, Information Systems, and Technology Architectures).

Its main purpose is to validate the target architecture by comparing the Baseline Architecture with the Target Architecture and identifying:

- * Gaps (building blocks or capabilities present in the target but missing in the baseline).
- * Overlaps (building blocks duplicated across architectures).
- * Conflicts (inconsistencies between baseline and target).

The output of Gap Analysis provides:

* A validated Target Architecture.

* A set of identified gaps that must be addressed by future work packages in Phase E: Opportunities and Solutions.

Therefore, the purpose of Gap Analysis is best expressed as to validate the architecture (Answer D).

Why the other options are incorrect

* A. Establish quality metrics for the architecture: This is part of performance management and governance, not Gap Analysis.

* B. Identify non-functional requirements: Non-functional requirements are captured through requirements management and stakeholder analysis, not Gap Analysis.

* C. Determine service levels: Service levels are typically defined in SLAs and operational models, not through Gap Analysis.

References

* The Open Group, TOGAF Standard, Version 9.2, Part III: ADM Guidelines & Techniques - Gap Analysis.

* The Open Group, TOGAF 9 Certified Study Guide - explains the role of Gap Analysis in validating architectures and identifying work package inputs.

NEW QUESTION: 33

Please read this scenario prior to answering the question

You are working as an Enterprise Architect at a large supermarket. The company runs many retail stores, as well as an online grocery shop. Many of the stores used to remain open 24/7, but the number has decreased in recent years. Instead, they now focus on fulfilling online orders during the night.

The company has a mature Enterprise Architecture (EA) practice and uses the TOGAF standard for its architecture development method. The EA practice is involved in all aspects of the business, with oversight provided by an Architecture Board with representatives from different parts of the business. The EA program is sponsored by the Chief Information Officer (CIO).

Each store uses a standard method to track sales and inventory. This involves sending accurate timely sales data to a central AI-based inventory management system that can predict demand, adjust stock levels and automate reordering. The central inventory management system is housed at the company's central data center.

The company has bought a major rival. The Chief Executive Officer believes that a merger will enable growth through combined offerings and cost savings. The decision has been taken to fully integrate the two organizations, including merging retail operations and systems. This means that duplicated systems will be replaced with one standard retail management system. Also, the company will reduce the number of applications that are used. The CIO expects significant savings will be achieved by implementing these changes across the newly merged company.

One improvement that the rival has successfully implemented is the use of hand-held devices within stores, for both customers and staff. This has increased both customer and staff employee satisfaction due to the time savings this has brought. The CIO has given the go-ahead to roll out the devices in all stores but has stated that training on how to use the hand-held devices should be brief because there are a lot of employees, many of whom are part-time.

The Request for Architecture Work to oversee the merger has been approved. The project has been scoped and you have been assigned to work on it. Your role includes managing the architecture for the retail stores.

Refer to the scenario

You have been asked to confirm the most relevant architecture principles for the transformation.

Based on the TOGAF Standard, which of the following is the best answer?

[Note: The sequence of the principles listed in each answer does not matter. You should assume the company follows the set of principles that are provided in the TOGAF Standard, ADM Techniques, Architecture Principles chapter. You may need to refer to section 2.6 located in ADM Techniques within the reference text to answer this question.]

A. Maximize Benefit to the Enterprise, Common Use Applications, Data is an Asset, Responsive Change Management, Technology Independence

B. Control Technical Diversity, Interoperability, Data is an Asset, Data is Shared, Business Continuity

C. Common Vocabulary and Data Definitions, Compliance with the Law, Requirements Based Change, Responsive Change Management, Data Security

D. Common Use Applications, Data is an Asset, Data is Accessible, Ease of Use, Business Continuity

Answer: A ([LEAVE A REPLY](#))

Key aspects of the scenario:

Business Objective:

A merger is happening to combine offerings, reduce costs, and achieve operational efficiency.

The goal includes fully integrating retail operations and systems, replacing duplicated systems, and reducing the number of applications used.

Technological Improvements:

A central AI-based inventory system is in place.

Hand-held devices for stores have improved customer and staff satisfaction and increased efficiency.

Scope of Architecture Work:

Integrating the merged systems.

Managing retail architecture to optimize operations.

TOGAF Alignment:

TOGAF principles aim to ensure the architecture supports business transformation effectively while aligning with governance and best practices.

Best answer analysis:

Option 1:

Maximize Benefit to the Enterprise: Aligns with the merger goals of cost reduction and efficiency.

Common Use Applications: Matches the goal to reduce duplicated systems.

Data is an Asset: Central AI system depends on accurate and reliable data.

Responsive Change Management: Necessary to support the transition and manage organizational impacts.

Technology Independence: Encourages selecting flexible, scalable solutions post-merger.

This option comprehensively aligns with the scenario.

Option 2:

Control Technical Diversity: Important but less emphasized than cost reduction and application unification.

Interoperability: Relevant, but less critical compared to principles addressing business value.

Data is an Asset: Relevant.

Data is Shared: Implied in centralized inventory but not directly stated.

Business Continuity: Important but not the main focus here.

This option partially fits but lacks emphasis on business outcomes.

Option 3:

Common Vocabulary and Data Definitions: Indirectly helpful but not central to the transformation.

Compliance with the Law: Always critical, but no explicit legal issues are mentioned.

Requirements-Based Change: General principle but not transformation-specific.

Responsive Change Management: Relevant.

Data Security: Important but not a central concern in the scenario.

This option focuses more on governance and less on merger goals.

Option 4:

Common Use Applications: Relevant to reducing duplicate systems.

Data is an Asset: Relevant.

Data is Accessible: Fits with AI system and handheld devices but is a subset of "Data is an Asset." Ease of Use: Relevant to handheld devices but not a core transformation principle.

Business Continuity: Important but secondary to cost and efficiency.

This option focuses more on usability and accessibility rather than transformation objectives.

NEW QUESTION: 34

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 (LEAVE A REPLY)

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: 35

This deliverable is most often produced as an output of the Preliminary Phase. It can also be created because of an approved architecture change request.

What is this deliverable?

A. Architecture Vision

B. Requirements Impact Assessment

C. Statement of Architecture Work

D. Request for Architecture Work

Answer: C (LEAVE A REPLY)

Comprehensive and Detailed In-Depth Explanation from Expert in Enterprise Architecture, guiding in TOGAF and ArchiMate:

The Statement of Architecture Work is a key governance and control document in TOGAF. It defines:

* Scope of the architecture work

- * Constraints and assumptions
- * Deliverables and milestones
- * Roles, responsibilities, and acceptance criteria
- * Governance and approval mechanisms

Why Option C is correct:

- * The Statement of Architecture Work is most commonly produced in the Preliminary Phase to formally define how architecture work will be conducted once the Architecture Capability is established.
- * It may also be re-created or updated following an approved Architecture Change Request, ensuring controlled continuation or re-initiation of architecture activities.

Why the other options are incorrect:

- * A. Architecture Vision: This is produced in Phase A, not the Preliminary Phase.
- * B. Requirements Impact Assessment: This is associated with change management and requirements handling, not a standard Preliminary Phase output.
- * D. Request for Architecture Work: This is typically an input to Phase A, not a primary output of the Preliminary Phase.

Authoritative TOGAF References:

- * TOGAF Architecture Capability Framework
- * TOGAF ADM - Preliminary Phase
- * TOGAF Architecture Governance

NEW QUESTION: 36

Complete the sentence A business scenario describes_____

- A.** shortfalls between the Baseline and Target Architectures
- B.** business domain gaps such as cross-training requirements
- C.** business and technology environment in which those problems occur
- D.** general rules and guidelines for the architecture being developed

Answer: ([SHOW ANSWER](#))

A business scenario describes business and technology environment in which those problems occur. It provides a realistic context for identifying and addressing business problems and opportunities, as well as their impact on the enterprise's architecture. Reference: The TOGAF Standard | The Open Group Website, Section 3.3.1 Business Scenarios.

NEW QUESTION: 37

You are working as an Enterprise Architect at a large company. The company runs many retail stores as well as an online marketplace that allows hundreds of brands to partner with the company. The company has a mature Enterprise Architecture (EA) practice and uses the TOGAF standard for its architecture development method. The EA practice is involved in all aspects of the business, with oversight provided by an Architecture Board with representatives from different parts of the business. The EA program is sponsored by the Chief Information Officer (CIO).

Many of the stores remain open all day and night. Each store uses a standard method to track sales and inventory, which involves sending accurate, timely sales data to a central AI-based inventory management system that can predict demand, adjust stock levels, and automate reordering. The central inventory management system is housed at the company's central data center.

The company has acquired a major rival. The Chief Executive Officer (CEO) believes that the merger will enable growth through combined offerings and cost savings. The decision has been made to fully integrate the two organizations, including merging retail

operations and systems. Duplicated systems will be replaced with one standard retail management system. The CIO expects significant savings from these changes across the newly merged company.

The rival company has successfully implemented the use of hand-held devices within stores for both customers and staff, which has increased satisfaction due to time savings. The CIO has approved the rollout of these devices to all stores but has stated that training should be brief, as there are many part-time employees.

You have been asked to confirm the most relevant architecture principles for this transformation. Based on the TOGAF Standard, which of the following is the best answer?

A. Common Vocabulary and Data Definitions, Compliance with the Law, Requirements Based Change, Responsive Change Management, Data Security

B. Control Technical Diversity, Interoperability, Data is an Asset, Data is Shared, Business Continuity

C. Common Use Applications, Data is an Asset, Data is Accessible, Ease of Use, Business Continuity

D. Maximize Benefit to the Enterprise, Common Use Applications, Data is an Asset, Responsive Change Management, Technology Independence

Answer: D (LEAVE A REPLY)

In this scenario, the enterprise is undergoing significant transformation due to a merger and the adoption of new technology (hand-held devices). Several key principles from TOGAF's ADM Techniques-particularly those focused on promoting enterprise-wide standardization, adaptability, and data utilization-are pertinent here:

- * **Maximize Benefit to the Enterprise:** This principle emphasizes that all architectural decisions should deliver maximum business value. Given that the company is integrating systems to cut costs and improve offerings, maximizing the benefit is crucial. Ensuring that the EA efforts align with enterprise-wide benefits supports the goal of optimizing costs and enhancing offerings, which aligns with the CEO's vision for the merger.
- * **Common Use Applications:** Standardizing applications across the merged entity will be essential to achieve cost savings and to simplify operations. The goal of reducing the number of applications fits with this principle, ensuring that reusable and widely adopted applications support business functions across the organization. Adopting this principle will also aid in harmonizing the systems from both organizations and avoiding unnecessary diversity.
- * **Data is an Asset:** Data plays a central role in the company's operations, especially with the use of AI-driven inventory management and the integration of systems. Treating data as an asset is essential for reliable and accurate decision-making. This principle ensures that data is viewed as a critical enterprise resource and is managed with care, maintaining integrity, accuracy, and value.
- * **Responsive Change Management:** The organization's ability to adapt quickly and effectively to changes, such as integrating new handheld devices and merging systems, is essential. This principle will facilitate the smooth transition required for integrating the new handheld devices and the merger-related system updates while minimizing disruption to store operations.
- * **Technology Independence:** Since the enterprise will likely encounter varied technologies from the merger, it is crucial to maintain flexibility. This principle advocates for using technology solutions that are adaptable and not bound to a single vendor or specific technology. This ensures that the enterprise can integrate various technological components from both organizations and evolve with minimal constraints.

These principles align well with TOGAF's broader recommendations for guiding architectural changes, as found in Section 2.6 of the TOGAF ADM Techniques. They ensure that the EA practice is aligned with business objectives while maintaining flexibility, data integrity, and a focus on enterprise-wide benefits.

These guiding principles are critical for the successful execution of the integration and adoption of new technologies while achieving cost efficiencies and improving service delivery.

For reference, TOGAF's ADM Techniques highlight the importance of architectural principles in guiding transformational initiatives, ensuring that decisions are made consistently across the enterprise. Each principle supports organizational agility, system integration, and the efficient use of technology resources, all of which are vital for the enterprise's stated objectives.

NEW QUESTION: 38

According to the TOGAF standard, what are the two levels of risk that should be monitored?

- A.** Technical and Financial level
- B.** Mitigated and Revised level
- C.** Operational and Strategic level
- D.** Initial and Residual level

Answer: D ([LEAVE A REPLY](#))

Comprehensive and Detailed In-Depth Explanation from Expert in Enterprise Architecture, guiding in TOGAF and ArchiMate:

TOGAF adopts a formal risk management perspective aligned with widely accepted enterprise risk management practices. Within the ADM, risks are identified, analyzed, treated, and monitored throughout all phases, particularly during Architecture Governance and Implementation Governance.

TOGAF explicitly distinguishes between:

- * **Initial Risk:**The level of risk identified before any mitigation actions are applied. This represents the inherent exposure associated with an architecture decision, solution, or implementation approach.
- * **Residual Risk:**The level of risk that remains after mitigation measures have been applied. This residual risk must be explicitly accepted, monitored, or further treated by governance bodies.

Why Option D is correct:

- * TOGAF requires both Initial and Residual risks to be documented and monitored to ensure informed decision-making and effective governance throughout the ADM lifecycle.

Why the other options are incorrect:

- * **A. Technical and Financial level:** These are categories of risk, not the two monitoring levels defined by TOGAF.
- * **B. Mitigated and Revised level:** These terms are not used as formal risk levels in TOGAF.
- * **C. Operational and Strategic level:** These describe business risk domains, not TOGAF-defined monitoring levels.

Authoritative TOGAF References:

- * TOGAF Risk Management
- * TOGAF Architecture Governance
- * TOGAF ADM Guidelines and Techniques - Risk Management

NEW QUESTION: 39

What can architects present to stakeholders to extract hidden agendas, principles, and requirements that could impact the final Target Architecture?

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

Answer: D ([LEAVE A REPLY](#))

According to the TOGAF Standard, Version 9.2, an architecture view is a representation of a system from the perspective of a related set of concerns¹. It consists of one or more architecture models that demonstrate how the system addresses the stakeholder concerns¹. An architecture viewpoint is a specification of the conventions for constructing and using an architecture view to address specific stakeholder concerns¹. It defines the perspective, scope, notation, and techniques for creating an architecture view of a system¹. Architects can present architecture views and viewpoints to stakeholders to extract hidden agendas, principles, and requirements that could impact the final Target Architecture, because²³:

Architecture views and viewpoints help to communicate and visualize the architecture in a way that is meaningful and relevant to different stakeholders, addressing their specific interests and needs.

Architecture views and viewpoints help to elicit and validate the stakeholder concerns and requirements, ensuring that they are aligned with the business goals and objectives, and that they are consistent and feasible within the architecture context.

Architecture views and viewpoints help to identify and resolve any conflicts, gaps, or trade-offs among the stakeholder concerns and requirements, ensuring that they are balanced and prioritized in the architecture design and decision-making.

Architecture views and viewpoints help to demonstrate and verify the value and benefits of the architecture to the stakeholders, ensuring that they are satisfied and committed to the architecture outcome and governance.

1: The TOGAF Standard, Version 9.2, Chapter 22: Architecture Views, Viewpoints, and Stakeholders

2: The TOGAF Standard, Version 9.2, Chapter 4: Introduction to Part II, Section 4.2: What is an Architecture Framework?

3: The TOGAF Standard, Version 9.2, Chapter 31: Architectural Artifacts, Section 31.1: Basic Concepts

NEW QUESTION: 40

Please read this scenario prior to answering the question

You are employed as an Enterprise Architect at a leading global technology enterprise specializing in digital infrastructure, cloud computing, and data-centric innovation. The company provides a vast ecosystem of platforms that serve billions of users across the globe. These platforms span online marketplaces, advanced advertising networks, AI-driven services, productivity tools, and digital entertainment experiences.

The senior leadership within the company is worried about the company's ability to address all the opportunities around artificial intelligence (AI). They feel that the business is at risk of falling behind its competitors, and that significant changes are necessary for the business to remain competitive. Most senior leaders feel that the operations need to be more efficient, and the organization needs to change to achieve its future goals.

The company has an established Enterprise Architecture (EA) program based on the TOGAF standard, sponsored jointly by the Chief Information Officer (CIO) and senior executives. In your role as an Enterprise Architect within the EA team, you work closely with the business stakeholders in the company as well as the sponsors.

The CEO has decided that reorganizing its subsidiaries around artificial intelligence and machine learning will improve the way the company creates and delivers value.

The sponsors have approved a project for the reorganization which is being led by the EA team.

The EA team have developed a strategic architecture which has been approved by the sponsors. It includes an Architecture Vision, and high-level definitions of the domain architectures. This sets out a plan over a multi-year period and covers three distinct transformations to implement the reorganization.

The sponsors have read reports that the majority of transformation projects dealing with digital and artificial intelligence are failing. They have made it clear that prior to the approval of the detailed Implementation and Migration plan, the EA team needs to address the risks associated with the reorganization. They want assurance that the reorganization will succeed and deliver the promised increases in value for the business.

Refer to the scenario

The EA team leader has asked how you would address the request from the sponsors.

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

A. Before preparing the detailed Implementation and Migration plan, you would review and consolidate the gap analysis results from Phases B to D. This enables you to evaluate the implications related to potential solutions and inter-dependencies. It is used to identify the transformations required to achieve the proposed Target Architecture. You then assess the readiness of the organization to undergo change and determine an overall direction to reach that Target Architecture while addressing the risks identified.

The Transition Architectures should be planned using a state evolution table.

B. You would apply an analysis and assessment to evaluate the potential risks with the proposed new architecture. This includes the development of a matrix showing the organizational requirements. The degree of change should then be aligned with the corporate operating model to ensure risks are mitigated and minimized. The risk mitigations can then be included within each of the target Transition Architectures. You would then finalize the Architecture Roadmap and the Implementation and Migration Plan.

C. You would assess how ready the organization is to change. This includes identification and classification of the risks associated with the transformations, together with an approach to mitigate the risks. This includes identifying dependencies between the set of changes, including gaps and work packages. It also identifies improvement actions to be worked into the Implementation and Migration Plan. The business value, effort, and risk associated for each transformation should then be identified and documented.

D. You would bring together information about potential approaches and produce several alternative target transition architectures. You would then investigate the different architecture alternatives and discuss these with stakeholders using the Architecture Alternatives and Trade-offs technique. Once the target architecture has been selected, it should be analyzed using a state evolution table to determine the Transition Architectures. A value realization process should then be established to ensure that the concerns raised are addressed.

Answer: (SHOW ANSWER)

In this scenario, the strategic architecture is already complete and approved, and the sponsors now want assurance about risks before approving the detailed Implementation & Migration Plan. According to TOGAF, this work occurs in Phase E: Opportunities & Solutions and Phase F: Implementation & Migration, where a key activity is performing Business Transformation Readiness Assessment and Risk Assessment before finalizing the roadmap and migration plan.

Option C aligns exactly with TOGAF guidance for this stage:

Why Option C is correct

1. It starts with assessing organizational readiness for change

TOGAF Phase E requires evaluation of Business Transformation Readiness, addressing:

- * Organizational capability
- * Cultural readiness
- * Skills and capacity
- * Sponsorship and governance

This is exactly what Option C describes:

"assess how ready the organization is to change."

This directly responds to the concern in the scenario that "most senior leaders feel the operations need to be more efficient" and that "significant changes are necessary."

2. It includes identification and classification of risks

TOGAF requires performing a Risk Assessment before migration planning, ensuring risks are categorized, documented, and mitigation strategies defined.

Option C includes:

"identification and classification of the risks ... together with an approach to mitigate the risks." This is precisely what the sponsors requested: clear management of risks before approving migration planning.

3. It ties risk, dependencies, and gaps directly into the Implementation & Migration Plan TOGAF requires identifying:

- * Dependencies between work packages
- * Gaps between baseline and target
- * Required actions to improve readiness
- * Work package sequencing

Option C states:

"identifying dependencies between the set of changes, including gaps and work packages... identifying improvement actions to be worked into the Implementation and Migration Plan." This matches TOGAF Phase E and F activities exactly.

4. It evaluates business value, effort, and risk for each transformation The scenario involves three distinct transformations, and sponsors want assurance of value delivery. TOGAF Phase F includes Consolidated Gaps, Solutions, and Dependencies and migration prioritization based on value, cost, and risk.

Option C states:

"The business value, effort, and risk associated for each transformation should then be identified and documented." This is directly aligned to the TOGAF-required migration prioritization criteria.

Why the other options are incorrect

A - Focuses on gap analysis only

Gap analysis was performed during Phases B-D, and while relevant, Option A does not emphasize risk, readiness, or assurance-key concerns of the scenario.

B - Misrepresents TOGAF (organizational requirements matrix is not a formal TOGAF artifact) Also, it incorrectly focuses on aligning change with the operating model, which TOGAF does not prescribe as the primary risk-mitigation activity.

D - Focuses on architectural alternatives; the target architecture is already approved The scenario states the strategic architecture is complete and approved-there is no need to revisit alternatives. This is misaligned with the starting point of the question.

Conclusion

Option C is the only answer that conducts:

- * Business transformation readiness assessment
- * Risk identification and mitigation
- * Dependencies, gaps, and work package analysis
- * Integration of risks and improvement actions into migration planning

This matches precisely what TOGAF expects at this stage and what the sponsors requested.

NEW QUESTION: 41

Please read this scenario prior to answering the question

You are employed as an Enterprise Architect consultant within a manufacturing company. The company has multiple business units located worldwide, including retail, manufacturing, pharmaceuticals, and technology.

The company has a mature Enterprise Architecture (EA) practice and uses the TOGAF standard for its architecture development method. The EA practice is engaged throughout all the business units, with governance provided by multiple Architecture Boards with responsibility for a business line. In addition to the EA program, the company uses a number of management frameworks, including business planning, project

/portfolio management, and operations management. The EA program is sponsored by the Chief Information Officer (CIO).

After a recent study, senior management are concerned about the impact of the company's multiple data centers and duplication of applications on the business efficiency. To address the concern, a strategic architecture has been defined; it will help improve the ability to meet customer demand and improve the efficiency of operations. The strategic architecture involves the consolidation of multiple applications programs that are currently used in different business units and putting them all onto a cloud-based solution instead. Each business unit has completed the Architecture Definition documentation to meet its own specific operational requirements. The Enterprise Architects have analyzed the corporate changes and implementation constraints. A consolidated gap analysis has been completed. Based on its results, the architects have reviewed the requirements, dependencies and interoperability requirements needed to integrate the cloud-based solution. The architects have completed the Business Transformation Readiness Assessment. Based on all these factors they have produced a risk assessment. They have also completed the draft Implementation and Migration Plan, the draft Architecture Roadmap, and the Capability Assessment deliverables.

Due to the risks of changing from the current environment, the decision has been taken that a gradual approach is needed to implement the target architectures. It will likely take a few years to complete the whole implementation process.

Refer to the scenario

You have been asked to decide on the next steps for the migration planning.

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

A. You update the Architecture Definition Document, which includes setting project objectives and documenting the final requirements.

This will ensure that the architecture remains relevant and responsive to the needs of the enterprise. You then produce an Implementation Governance Model to manage the lessons learned prior to finalizing the Implementation and Migration plan.

You recommend that lessons learned be quickly applied as changes to the architecture.

B. You estimate the business value for each project by applying the Business Value Assessment Technique.

The assessment should focus on return on investment and performance evaluation criteria used to monitor the progress of the architecture transformation. You confirm and plan a series of Transition Architecture phases using an Architecture Definition Increments Table. You then document the lessons learned and generate the final Implementation and Migration Plan.

C. You need to determine how the Implementation and Migration plan fits with the other frameworks being used in the organization. You coordinate the planning with the business planning, project/portfolio management and operations management frameworks. You assign a business value to each project, considering the available resources and how well they align with the strategy. You then update the architecture roadmap and the Implementation and Migration Plan.

D. You conduct a Compliance Assessment to ensure that the architecture is being implemented according to the contract. The Compliance Assessment verifies that the implementation team is using the proper development methodology. It should also include deployment of monitoring tools. If the monitoring tools show that performance targets are not being met, then the performance requirements should be changed and the Implementation and Migration Plan updated.

Answer: C (LEAVE A REPLY)

Option C aligns best with TOGAF Phase F: Migration Planning, which deals with developing a detailed Implementation and Migration Plan, ensuring alignment with other enterprise frameworks, and assigning business value to work packages and projects.

TOGAF Phase F Activities (from the standard):

- * Confirm Management Framework Interactions:

- * Per TOGAF, Phase F ensures that the migration planning is aligned with the business planning, portfolio/project management, and operations management frameworks used by the enterprise (which are mentioned in the scenario).

- * TOGAF emphasizes coordination between EA and other enterprise governance processes.

- * Prioritize Projects:

- * TOGAF recommends using business value, resource availability, and strategic alignment to prioritize the various work packages and projects for implementation.
- * This is directly referenced in option C: "assign a business value to each project, considering the available resources and how well they align with the strategy."

- * Update Roadmaps and Implementation Plan:

- * After coordination and prioritization, the Architecture Roadmap and the Implementation and Migration Plan are updated.

- * This is essential before formal governance (Phase G).

Why the Other Options Are Incorrect:

- * A: Incorrect focus on updating the Architecture Definition Document and lessons learned.

- * The Architecture Definition Document is mostly finalized in Phases B-E.

- * Lessons learned and governance modeling are more relevant to Phase G (Implementation Governance) and Phase H (Architecture Change Management), not Phase F.

- * B: Although it mentions the Business Value Assessment Technique (a valid tool in TOGAF), it includes Architecture Definition Increments Table, which is not a standard TOGAF artifact.

- * Also, "document the lessons learned" is premature in Phase F; these are more applicable in Phase H).

- * D: Focuses on Compliance Assessment, which is part of Phase G (Implementation Governance), not Phase F.

- * Changing performance requirements based on monitoring tools is handled during operations and change management, not during migration planning.

Source References from TOGAF:

- * TOGAF 9.2 - Section 11.3 (Phase F: Migration Planning)

"Activities include confirming the enterprise's capability for transition, prioritizing projects, identifying dependencies and resource availability, and co-ordinating with other management frameworks."

- * TOGAF 9.2 - Section 11.4 Outputs:

- * Architecture Roadmap (updated)

- * Implementation and Migration Plan (updated)

- * Business Value Assessment

- * Consolidated Gaps, Solutions, and Dependencies

NEW QUESTION: 42

Full Scenario

You are employed as an Enterprise Architect working at a company that creates and sells products targeted at the end-user market. These products are sold worldwide through retail outlets.

You are part of the Enterprise Architecture (EA) team reporting to the EA team leader. The Enterprise Architecture practice at the company is sponsored by the Chief Technology Officer. The EA team has operated successfully for several years and has well developed processes based on the TOGAF standard. The EA team's responsibilities include architecting product development processes and customer experience.

The company uses Agile product management techniques and Agile development practices. The EA team works with the product management teams, supporting and enabling the Agile development teams.

The company is in the middle of a digital transformation where it will extend its product range from physical products to also include digital products and digital services. This includes each of its product lines making the change to offer direct-to-consumer digital products and services associated with their existing physical products.

You are working with the EA team leader to develop a plan for the overall digital transformation project. You have been asked to work on a specific product line, which is experimenting with new direct-to-consumer digital products using a third-party platform. This project took a Minimum Viable Architecture approach, including a shallow architecture development iteration with a focus on the Application Architecture, followed by a quick and minimal implementation.

The initial feedback from customers shows low engagement and limited interest, suggesting that the new offerings may not align with customer needs. Looking at the data, it is clear that the products are not reaching the target audience that they were designed for, leading to a failure to meet the revenue target.

Question:

How will you gather information to address the low customer engagement and missed revenue target?

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

- A.** You would perform another iteration of ADM Phases B-C. This would include development of a description in the Architecture Definition Document of how the product architecture needs to operate to achieve the business goals, and how the application will support the needs of the business as well as the customers. The Data Architecture should identify tools for data capture that would help with analysis of the concerns raised by the product manager.
- B.** You would revise the target Business Architecture and develop new architecture models to address the issues raised. The new models should identify different groups of customers, what their interests are, how much it costs to serve them, and the resulting revenue. You would use value stream mapping to help understand customer value for the direct-to-consumer products. You would investigate different target Business Architecture alternatives.
- C.** You would start with the target Application Architecture, revising it to better align with the overall digital transformation plan. You would prepare a new Statement of Architecture Work, including a detailed project description and work plan, and submit that for review by the EA team leader. Once approved by the EA team leader, you would conduct a full ADM cycle to gather all the necessary information to address the issues raised.
- D.** You would review the baseline architecture for ADM Phase B to determine what gaps in functionality have been missed in the target architecture that would meet the customer's needs and attract the target audience. You would research and draw up a list of alternatives that would increase the value proposition for the target audience. You would then define candidate roadmap components from the alternatives and develop a proposed schedule for deployment using a just-in-time approach.

Answer: B (LEAVE A REPLY)

In TOGAF, when customer needs are unclear or misaligned with the existing architectural direction, the correct approach is to return to the Business Architecture. The Business Architecture phase (ADM Phase B) is responsible for understanding stakeholders, customer segments, business processes, value streams, motivations, and expected outcomes. Since the scenario identifies low engagement, poor adoption, and missed revenue targets, the breakdown is not in technology or application capabilities-it is a business misalignment. Option B correctly focuses on revisiting and refining the target Business Architecture, including identifying customer groups, their interests, costs to serve them, and expected revenue streams. This aligns with TOGAF guidance that Business Architecture must define value propositions and customer value streams before other architecture domains can be effectively adjusted. The use of value stream mapping is entirely appropriate within Business Architecture development, as it provides a structured way to analyze customer value and identify what changes are necessary to meet business goals.

Options A and D prematurely focus on application or baseline gap analysis, which would not resolve a fundamental misunderstanding of customer needs. Option C expands into a full ADM cycle, which is unnecessary at this stage because the primary issue is misalignment, not architectural completeness.

NEW QUESTION: 43

When considering the scope of an architecture, what dimension considers to what level of detail the architecting effort should go?

- A. Project
- B. Breadth
- C. Depth
- D. Architecture Domains

Answer: C (LEAVE A REPLY)

The scope of an architecture is the extent and level of detail of the architecture work. The scope of an architecture can be defined along four dimensions: project, breadth, depth, and architecture domains. The project dimension considers the boundaries and objectives of the architecture project, such as the time frame, budget, resources, and deliverables. The breadth dimension considers the coverage and completeness of the architecture across the enterprise, such as the organizational units, business functions, processes, and locations. The depth dimension considers the level of detail and specificity of the architecture, such as the granularity, abstraction, and precision of the architectural elements and relationships. The architecture domains dimension considers the aspects or segments of the architecture, such as the business, data, application, and technology domains.

Therefore, the depth dimension is the one that considers to what level of detail the architecting effort should go.

The TOGAF Standard, Version 9.2, Part III: ADM Guidelines and Techniques, Chapter 25: Architecture Scope : The TOGAF Standard, Version 9.2, Part III: ADM Guidelines and Techniques, Chapter 25.2: Scope Dimensions : The TOGAF Standard, Version 9.2, Part III: ADM Guidelines and Techniques, Chapter 25.2.1: Project, Breadth, Depth, and Architecture Domains

NEW QUESTION: 44

Please read this scenario prior to answering the question

Your role is consultant to the Lead Architect within a multinational company that manufactures electronic components. The company has several manufacturing divisions located worldwide and a complex supply chain. After a recent study, senior management have stated a concern about business efficiency considering the company's multiple data centers and duplication of applications.

The company has a mature Enterprise Architecture (EA) practice and uses the TOGAF architecture development method in its EA practice. In addition to the EA program, the company has several management frameworks in use, including business planning, project/portfolio management, and operations management.

The EA program is sponsored by the CIO.

A strategic architecture has been defined to improve the ability to meet customer demand and improve management of the supply chain. The strategic architecture includes the consolidation of multiple Enterprise Resource Planning (ERP) applications that have been operating independently in the divisions' production facilities.

Each division has completed the Architecture Definition documentation to meet its own specific manufacturing requirements. The enterprise architects have defined a set of work packages that address the gaps identified. They have identified the value produced, effort required, and dependencies between work packages to reach a target architecture that would integrate a new ERP environment into the company.

Because of the risks posed by change from the current environment, the architects have recommended that a phased approach occurs to implement the target architecture with several transition states. The overall implementation process is estimated to take several years.

Refer to the scenario

You have been asked what the next steps are for the migration planning.

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

A. You conduct a series of Compliance Assessments to ensure that the architecture is being implemented according to the contract. The Compliance Assessment should verify that the implementation team is using the proper development methodology. It should include deployment of monitoring tools and ensure that performance targets are being met. If they are not met, then you would identify changes to performance requirements and update those in the Implementation and Migration Plan.

B. You place the Architecture Definition Document under configuration control. This will ensure that the architecture remains relevant and responsive to the needs of the enterprise. You would identify the development resources to undertake the projects. You would then produce an Implementation Governance Model to manage the lessons learned prior to finalizing the plan. You recommend that lessons learned be applied as changes to the architecture without review.

C. You estimate the business value for each project by applying the Business Value Assessment Technique to prioritize the implementation projects and project increments. The assessment should focus on return on investment and performance evaluation criteria that can be used to monitor the progress of the architecture transformation. You would confirm and plan a series of Transition Architecture phases using an Architecture Definition Increments Table that lists the projects.

D. You assess how the Implementation and Migration plan impacts the other frameworks in use in the organization. Minimally, you ensure that the plan is coordinated with the business planning, project /portfolio management and operations management frameworks. You would then assign a business value to each work package, considering available resources and strategic fit. You then use the work packages to identify projects that will be in the Implementation and Migration Plan

Answer: C (LEAVE A REPLY)

The Business Value Assessment Technique is a technique that can be used to estimate and compare the business value of the projects and project increments 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. The business value is the measure of the benefits or advantages that the project or project increment delivers to the business, such as increased revenue, reduced costs, improved quality, or enhanced customer satisfaction¹

The steps for applying the Business Value Assessment Technique are:

Identify the criteria and factors that are relevant to the business value assessment, such as costs, benefits, risks, and opportunities. The criteria and factors should be aligned with the business goals and drivers that motivate the architecture work, and the stakeholder requirements and concerns that influence the architecture work.

Assign weights and scores to the criteria and factors, using various methods, such as expert judgment, historical data, or analytical models. The weights and scores should reflect the importance and performance of the criteria and factors, and the trade-offs and preferences of the stakeholders.

Calculate the business value for each project or project increment, using various techniques, such as net present value, return on investment, or balanced scorecard. The business value should indicate the expected or actual outcomes and impacts of the project or project increment on the business.

Prioritize the implementation projects and project increments, based on the business value and other considerations, such as dependencies, resources, or risks. The prioritization should determine the order or sequence of the projects and project increments, and the allocation and utilization of the resources.

Therefore, the best answer is C, because it describes the next steps for the migration planning, which are the activities that support the transition from the Baseline Architecture to the Target Architecture. The answer covers the Business Value Assessment Technique, which is relevant to the scenario.

1: The TOGAF Standard, Version 9.2, Part III: ADM Guidelines and Techniques, Chapter 28: Business Value Assessment Technique : 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 21: Phase F: Migration Planning : The TOGAF Standard, Version 9.2, Part IV: Architecture Content Framework, Chapter 36: Building Blocks

NEW QUESTION: 45

Consider the following statements:

1. Groups of countries, governments, or governmental organizations (such as militaries) working together to create common or shareable deliverables or infrastructures
2. 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. Organizations
- C. Business Units
- D. Architectures Scopes

Answer: A (LEAVE A REPLY)

According to the TOGAF standard, the two statements provided refer to different scopes within which architecture can be developed: Groups of countries, governments, or governmental organizations working together typically align with broader, often international, scopes of architecture that transcend individual enterprise boundaries.

Partnerships and alliances of businesses working together, such as a consortium or supply chain, refer to collaborative efforts that can define architecture at a scope involving multiple enterprises.

In both cases, the term "Architectures Scopes" is appropriate because it reflects the varying levels and contexts in which architectures can be defined, ranging from single business units to collaborative inter- organizational efforts.

NEW QUESTION: 46

What should be put in place through organization structures, roles, responsibilities, skills and processes to carry out architectural activity effectively?

- A. An EA Capability
- B. An Enterprise Architecture
- C. An EA framework
- D. An EA repository

Answer: A (LEAVE A REPLY)

An EA Capability is the ability of an organization to perform enterprise architecture effectively and efficiently. It involves establishing and maintaining the appropriate organization structures, roles, responsibilities, skills, processes, tools, and governance mechanisms to support the development and use of enterprise architecture. An EA Capability enables the organization to align its business and IT strategies, deliver value from its investments, manage change and complexity, and improve its performance and agility¹² References: 1: The TOGAF Standard, Version 9.2, Part VI: Architecture Capability Framework, Chapter 44: Introduction 2: The TOGAF Standard, Version 9.2, Part VI: Architecture Capability Framework, Chapter 45: Establishing and Maintaining an Enterprise Architecture Capability

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NEW QUESTION: 47

Scenario:

You are working as an Enterprise Architect at a large company. The company runs a chain of home improvement stores, as well as a website for selling products. The website lets many brands work with the company.

The stores open seven days a week and use a standard method to track sales and inventory. This involves sending accurate and timely sales data to a central inventory management system that can predict demand, adjust stock levels, and automate reordering. The website is supported by regional fulfillment centers and also uses the central inventory management system. The central inventory management system is housed at the company's central data center.

The company has agreed to merge with a major competitor. The leadership teams of both organizations have said they are committed to a smooth transition for customers. All stores will keep their own brand names.

They will combine the systems of the organizations, which includes merging retail operations and systems.

Duplicated systems will be replaced with one standard retail management system. Additionally, they will reduce the number of applications being used. The CIO expects that these changes will lead to substantial cost savings for the newly merged company.

An enterprise plan for both organizations has been created. The aim is to set priorities for the transition, especially in terms of information management and application development. It is crucial to make decisions that will create long-term value.

The company has a mature Enterprise Architecture (EA) practice and uses the TOGAF standard for its architecture development method. The EA program is sponsored by the Chief Information Officer (CIO).

The Request for Architecture Work to oversee the transition has been approved. The project has been scoped, and you have been assigned to work on it.

You have been asked to confirm the most relevant architecture principles for the transition.

Based on the TOGAF Standard, which of the following is the best answer?

A. Control Technical Diversity, Interoperability, Data is an Asset, Data is Shared, Business Continuity

B. Service Orientation, Compliance with the Law, Requirements Based Change, Responsive Change Management, Data Security

C. Common Use Applications, Data is an Asset, Common Vocabulary and Data Definitions, Maximize Benefit to the Enterprise, Business Continuity

D. Ease of Use, Common Use Applications, Data is an Asset, Technology Independence, Business Continuity

Answer: C (LEAVE A REPLY)

The correct answer is C, as it aligns with the key TOGAF principles necessary for guiding enterprise architecture in a merger scenario where retail operations and systems are being consolidated.

Analysis of the Principles in Option C:

Common Use Applications

Since the two companies are merging, it is essential to standardize applications across the enterprise.

Using common applications ensures consistency, reduces costs, and improves efficiency.

TOGAF emphasizes this principle to prevent duplicate or redundant systems, which aligns with the CIO's goal of reducing the number of applications used.

Data is an Asset

In the scenario, a central inventory management system is a core business function.

Treating data as an asset ensures it is managed properly, shared efficiently, and used strategically across the merged organization.

This principle supports the company's ability to predict demand, adjust stock levels, and automate reordering.

Common Vocabulary and Data Definitions

The merger requires integrating different systems and data structures.

Having a common vocabulary ensures that all stakeholders (stores, fulfillment centers, and digital platforms) use consistent terminology and data definitions.

This minimizes confusion and ensures interoperability across business functions.

Maximize Benefit to the Enterprise

Every architectural decision should focus on the overall benefit to the business.

By consolidating IT systems and reducing redundancies, the company achieves cost savings, which directly supports this principle.

Business Continuity

The stores operate seven days a week, so system changes must ensure uninterrupted service.

Business continuity ensures that customers are not affected during the transition and that critical retail operations (sales, inventory tracking, and fulfillment) remain functional.

Why Other Options Are Incorrect?

Option A: Control Technical Diversity, Interoperability, Data is an Asset, Data is Shared, Business Continuity Control Technical Diversity is not the primary concern here. The focus is on system consolidation, not necessarily on limiting technology diversity.

Interoperability is important but not as critical as defining a common system and data structure.

Option B: Service Orientation, Compliance with the Law, Requirements-Based Change, Responsive Change Management, Data Security While service orientation and compliance are valuable, they are not the most relevant to this specific business transition.

Change management and data security are important but do not address the primary enterprise-wide architectural concerns of system consolidation.

Option D: Ease of Use, Common Use Applications, Data is an Asset, Technology Independence, Business Continuity Ease of Use is beneficial but is not a core architecture principle in this case.

Technology Independence is useful but does not align directly with the scenario's priority, which is consolidating applications and data structures.

References:

TOGAF Standard, ADM Techniques, Architecture Principles (Section 2.6)

TOGAF Standard, Part III: ADM Guidelines and Techniques

TOGAF Enterprise Architecture Principles - The Open Group

NEW QUESTION: 48

Which ADM Phase includes initial implementation planning?

A. Phase H

B. Phase E

C. Phase A

D. Preliminary

Answer: B (LEAVE A REPLY)

In TOGAF, Phase E (Opportunities & Solutions) is the first phase that transitions from architecture models into actionable implementation. Within Phase E, architects identify candidate implementation projects or work packages, assess dependencies, cost/benefit, constraints, and derive a highlevel implementation and migration strategy and initial plans. That means the first planning

around how to carry out the architecture begins in Phase E. Later phases refine and govern the implementation (e.g. in Phase F and G), but the initial planning belongs in Phase E. Thus Phase E includes the initial implementation planning.

NEW QUESTION: 49

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 (LEAVE A REPLY)

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.

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: 50

Complete the sentence The Enterprise Continuum provides methods for classifying architecture artifacts as they evolve from_____.

- A. Solutions Architectures to Solution Building Blocks
- B. generic architectures to reusable Solution Building Blocks
- C. Foundation Architectures to re-usable architecture assets
- D. generic architectures to Organization-Specific Architectures

Answer: D (LEAVE A REPLY)

The Enterprise Continuum provides methods for classifying architecture artifacts as they evolve from generic architectures to Organization-Specific Architectures. Generic architectures are architectures that have been developed for use across a wide range of enterprises with similar characteristics. They provide common models, functions, and services that can be reused and adapted for specific purposes. Organization-Specific Architectures are architectures that have been tailored to meet the needs and requirements of a particular enterprise or a major organizational unit within an enterprise. They reflect the unique vision, goals, culture, structure, processes, systems, and technologies of that enterprise or unit. Reference: The TOGAF Standard | The Open Group Website, Section 2.3 Enterprise Continuum.

NEW QUESTION: 51

In which section of the TOGAF template for Architecture Principles would a reader find the answer to the question of "How does this affect me?"

- A. Statement

B. Rationale

C. Name

D. Implications

Answer: ([SHOW ANSWER](#))

Comprehensive and Detailed Explanation

TOGAF defines an Architecture Principle as a qualitative statement of intent that should be met by the architecture. To ensure clarity and consistent application, TOGAF provides a standard template for documenting each principle. The template includes four parts:

- * Name - A clear, precise, and easy-to-remember name for the principle.
- * Answers the question: What is this principle called?
- * Statement - A short, unambiguous sentence that communicates the essence of the principle.
- * Answers the question: What does this principle mean?
- * Rationale - Explains why the principle is important, the benefits of adopting it, and how it supports the enterprise's goals.
- * Answers the question: Why should we adopt this principle?
- * Implications - Highlights the consequences of adopting the principle, including the impact on business processes, technology, governance, and resources.
- * Answers the question: How does this affect me?

Therefore, the correct section where the reader would find the answer to "How does this affect me?" is Implications.

Why the other options are incorrect

- * A. Statement: Defines the essence of the principle but does not address consequences.
- * B. Rationale: Explains the reasoning and justification for the principle but not its practical effects.
- * C. Name: Only provides the identifier or title of the principle.

References

- * The Open Group, TOGAF Standard, Version 9.2, Part III: ADM Guidelines & Techniques - Architecture Principles.
- * The Open Group, TOGAF 9 Certified Study Guide - description of the Architecture Principles template and the purpose of each section.

NEW QUESTION: 52

Please read this scenario prior to answering the question

Your role is that of a consultant to the Lead Enterprise Architect in a multinational automotive manufacturer.

The company has a corporate strategy that focuses on electrification of its portfolio, and it has invested heavily in a new shared car platform to use across all its brands. The company has four manufacturing facilities, one in North America, two in Europe, and one in Asia.

A challenge that the company is facing is to scale up the number of vehicles coming off the production line to meet customer demand, while maintaining quality. There are significant supply chain shortages for electronic components, which are impacting production. In response to this the company has taken on new suppliers and has also taken design and production of the battery pack in-house.

The company has a mature Enterprise Architecture practice. The TOGAF standard is used for developing the process and systems used to design, manufacture, and test the battery pack. The Chief Information Officer and the Chief Operating Officer co-sponsor the Enterprise Architecture program.

As part of putting the new battery pack into production, adjustments to the assembly processes need to be made. A pilot project has been completed at a single location. The Chief Engineer, sponsor of the activity, and the Architecture Board have approved the plan for implementation and migration at each plant.

Draft Architecture Contracts have been developed that detail the work needed to implement and deploy the new processes for each location. The company mixes internal teams with a few third-party contractors at the locations. The Chief Engineer has expressed concern that the deployment will not be consistent and of acceptable quality.

Refer to the scenario

The Lead Enterprise Architect has asked you to review the draft Architecture Contracts and recommend the best approach to address the Chief Engineer's concern.

Based on the TOGAF Standard, which of the following is the best answer?

A. For changes requested by an internal team, you recommend a memorandum of understanding between the Architecture Board and the implementation organization. For contracts issued to third-party contractors, you recommend that it is a fully enforceable legal contract. You recommend that the Architecture Board reviews all deviations from the Architecture Contract and considers whether to grant a dispensation to allow the implementation organization to customize the process to meet their local needs.

B. For changes undertaken by internal teams, you recommend a memorandum of understanding between the Architecture Board and the implementation organization. If a contract is issued to a contractor, you recommend that it is a fully enforceable legal contract. If a deviation from the Architecture Contract is found, you recommend that the Architecture Board grant a dispensation to allow the implementation organization to customize the process to meet their local needs.

C. You review the contracts ensuring that they address project objectives, effectiveness metrics, acceptance criteria, and risk management. Third-party contracts must be legally enforceable. You recommend a schedule of compliance reviews at key points in the implementation process. You recommend that the Architecture Board reviews all deviations from the Architecture Contract and considers whether to grant a dispensation to allow the process to be customized for local needs.

D. You recommend that the Architecture Contracts be used to manage the architecture governance processes across the locations. You recommend deployment of monitoring tools to assess the performance of each completed battery pack at each location and develop change requirements if necessary. If a deviation from the contract is detected, the Architecture Board should allow the Architecture Contract to be modified to meet the local needs. In such cases they should issue a new Request for Architecture Work to implement a modification to the Architecture Definition.

Answer: C (LEAVE A REPLY)

According to the TOGAF Standard, Version 9.2, an Architecture Contract is a joint agreement between development partners and sponsors on the deliverables, quality, and fitness-for-purpose of an architecture¹. It defines the scope, responsibilities, and governance of the architecture work, and ensures the alignment and compliance of the architecture with the business goals and objectives¹.

In the scenario, the Lead Enterprise Architect has asked you to review the draft Architecture Contracts and recommend the best approach to address the Chief Engineer's concern about the consistency and quality of the deployment of the new processes for the battery pack production at each location.

The best answer is C, because it follows the guidelines and best practices for defining and using Architecture Contracts as described in the TOGAF Standard, Version 9.2.2. It ensures that the contracts cover the essential aspects of the project objectives, effectiveness metrics, acceptance criteria, and risk management, and that they are legally enforceable for third-party contractors. It also recommends a schedule of compliance reviews at key points in the implementation process, and a mechanism for handling any deviations from the Architecture Contract, involving the Architecture Board and the possibility of granting a dispensation to allow the process to be customized for local needs.

The other options are not correct because they either²³:

A: For changes requested by an internal team, you recommend a memorandum of understanding between the Architecture Board and the implementation organization. For contracts issued to third-party contractors, you recommend that it is a fully enforceable legal contract. You recommend that the Architecture Board reviews all deviations from the Architecture Contract and considers whether to

grant a dispensation to allow the implementation organization to customize the process to meet their local needs.: This option does not address the need to review the contracts to ensure that they address the project objectives, effectiveness metrics, acceptance criteria, and risk management. It also does not recommend a schedule of compliance reviews at key points in the implementation process. Moreover, it suggests that a memorandum of understanding is sufficient for internal teams, which may not be legally binding or enforceable.

B: For changes undertaken by internal teams, you recommend a memorandum of understanding between the Architecture Board and the implementation organization. If a contract is issued to a contractor, you recommend that it is a fully enforceable legal contract. If a deviation from the Architecture Contract is found, you recommend that the Architecture Board grant a dispensation to allow the implementation organization to customize the process to meet their local needs.: This option has the same problems as option A, and also implies that the Architecture Board should always grant a dispensation for any deviation, which may not be appropriate or desirable in some cases.

D: You recommend that the Architecture Contracts be used to manage the architecture governance processes across the locations. You recommend deployment of monitoring tools to assess the performance of each completed battery pack at each location and develop change requirements if necessary. If a deviation from the contract is detected, the Architecture Board should allow the Architecture Contract to be modified meet the local needs. In such cases they should issue a new Request for Architecture Work.: This option does not address the need to review the contracts to ensure that they address the project objectives, effectiveness metrics, acceptance criteria, and risk management. It also does not recommend a schedule of compliance reviews at key points in the implementation process. Moreover, it suggests that the Architecture Board should always allow the Architecture Contract to be modified for any deviation, which may not be appropriate or desirable in some cases. It also implies that a new Request for Architecture Work should be issued for each deviation, which may not be necessary or feasible.

1: The TOGAF Standard, Version 9.2, Chapter 3: Definitions and Terminology, Section 3.1: Terms and Definitions

2: The TOGAF Standard, Version 9.2, Chapter 43: Architecture Contracts

3: The TOGAF Standard, Version 9.2, Chapter 44: Architecture Governance

NEW QUESTION: 53

Complete the sentence. Actions arising from the Business Transformation Readiness Assessment technique should be incorporated in the

A. Architecture Requirements Specification

B. Architecture Roadmap

C. Implementation Governance Model

D. Implementation and Migration Plan

Answer: (SHOW ANSWER)

The Business Transformation Readiness Assessment technique is 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. These actions should be incorporated in the Implementation and Migration Plan, which is the detailed plan to transition from the Baseline Architecture to the Target Architecture. The Implementation and Migration Plan also includes the Transition Architectures, the Architecture Building Blocks, the Work Packages, the Implementation Governance Model, and the Architecture Contract¹² References: 1: The TOGAF Standard, Version 9.2, Part III: ADM Guidelines and Techniques, Chapter 27: Business Transformation Readiness Assessment 2: The TOGAF Standard, Version 9.2, Part II:

Architecture Development Method (ADM), Chapter 21: Phase F: Migration Planning

NEW QUESTION: 54

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: [\(SHOW ANSWER\)](#)

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: 55

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
 - * A set of quantitative statements that outline what an implementation project must do in order to comply with the architecture.
 - * A document that is sent from the sponsoring organization to the architecture organization to trigger the start of an architecture development cycle
 - * The scope and approach that will be used to complete an architecture development cycle Complete the sentence. Deliverable 3 is the, deliverable 4 is a deliverable from
- A. Architecture Definition Document, Phase H
 - B. Request for Architecture Work, Phase A
 - C. Stakeholder Map, Phase G
 - D. Architecture Requirements Specification, Preliminary Phase

Answer: [B \(LEAVE A REPLY\)](#)

In TOGAF's ADM, the Request for Architecture Work is the deliverable issued by the sponsoring organization (or stakeholder) to formally request that the architecture team perform a full architecture development cycle. That corresponds to your "deliverable 3." Then, the architecture team responds by producing a Statement of Architecture Work (in Phase A), which defines the scope, constraints, approach, and highlevel tasks for the architecture development. That is your "deliverable 4" (the scope and approach). Thus deliverable 3 is the Request for Architecture Work, and deliverable 4 is generated in Phase A. The Request triggers the cycle; the Statement of Architecture Work (in Phase A) lays down how the architecture work will proceed, including scoping and approach.

NEW QUESTION: 56

Consider the following statement:

Separate projects may operate their own ADM cycles concurrently, with relationships between the different projects What does it illustrate?

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

Answer: (SHOW ANSWER)

The statement illustrates iteration and the ADM. Iteration is the technique of repeating a process or a phase with the aim of improving or refining the outcome. Iteration allows for feedback loops and adaptations at any point in the architecture development and transition process. Separate projects may operate their own ADM cycles concurrently, with relationships between the different projects, to address different aspects or levels of the architecture in an iterative manner. Reference: The TOGAF Standard | The Open Group Website, Section 3.1 Introduction to the ADM.

NEW QUESTION: 57

Scenario

You are working as an Enterprise Architect within an Enterprise Architecture (EA) team at a global company that sells consumer products. The company produces many products that buyers use and enjoy.

The company has announced a major change to its products that will occur over a four-year period. This change includes the introduction of digital products and services. An architecture to support this strategy has been finished, along with a roadmap for a set of projects to implement this significant change. This will be a cross-functional effort between the product design and software teams. It is planned to be developed in phases.

The company faces a challenge in presenting and providing access to different services through its products and digital platforms while ensuring compliance with data privacy laws. In some countries and regions, the data residency requirements mean that the company has to store certain data within the region where it is collected. As a result, the company's application portfolio and infrastructure must connect with various cloud services and data repositories in different countries.

The EA team has inherited the architecture used by the current products, some of which can be carried over to the new products. The EA team has started to define 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 architectures need to be defined to support the key digital services that the company plans to provide.

The company uses the TOGAF Standard as the foundation for its Enterprise Architecture framework, and architecture development follows the purpose-based EA Capability model outlined in the TOGAF Series Guide: A Practitioner's Approach to Developing Enterprise Architecture Following the TOGAF ADM. The EA team reports to the Chief Information Officer (CIO), who oversees the program.

You have been asked how to decide and organize the work to deliver the requested architectures.

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

A. You refer to the superior architecture for guidance. You review the projects identified, their dependencies, and synergies, then decide the sequence for starting the projects. You develop high-level architecture descriptions. For each project, you determine how much work is needed, identify reference architectures, and candidate building blocks. You identify the resource needs taking into account cost and value. You document the different options, risks, and ways to control them to enable feasibility analysis and trade-off with the stakeholders.

B. You look outside the company to study how other companies organize their data models and application portfolios. You create just enough architecture description for the Application, Data, and Technology Architectures to identify the different options. For each project, this includes identification of candidate architecture and solution building blocks. You then identify solution providers, perform a readiness assessment, and assess the viability and fitness of the solution options. You then write the draft Implementation and Migration plan.

C. You research leading data companies, using your findings to help in developing high-level Target Data, Application, and Technology Architectures. You review the Architecture Vision to determine the level of detail, time, and scope of the ADM cycle phases required for

each project. You identify and estimate the cost of the main resources. You then prepare an Architecture Roadmap and request the Architecture Board to review the roadmap. You then start the project.

D. You commence an iteration of ADM Phase A, identifying the stakeholders and revising the Architecture Vision. You perform a Stakeholder Analysis and update the Stakeholder Map. You conduct workshops and interviews to reflect the stakeholders who are now the key drivers for the digital products and services. You coordinate with the CIO to ensure alignment with the overall roadmap and update the Implementation and Migration Plan accordingly.

Answer: A (LEAVE A REPLY)

Comprehensive and Detailed Step-by-Step Explanation

Context of the Scenario

The company is in the process of delivering requested architectures to support the introduction of digital products and services. The Business Architecture is sufficiently defined, and the focus is on developing the Information Systems and Technology Architectures. TOGAF emphasizes breaking down large, complex transformation programs into manageable projects, focusing on dependencies, risks, trade-offs, and sequencing of efforts. Based on the scenario, the company must deal with:

Data privacy and residency compliance across different regions.

Re-use of existing architecture for efficiency.

Alignment of digital services with a global roadmap.

The activity described aligns with ADM Phases B (Business Architecture), C (Information Systems Architecture), and D (Technology Architecture), with a focus on delivering architectures for implementation.

Option Analysis

Option A:

Strengths:

Refers to developing high-level architecture descriptions and identifying reference architectures and candidate building blocks, which align with ADM Phases B, C, and D.

Addresses feasibility analysis, trade-offs, and stakeholder engagement, which are part of architecture development and decision-making in TOGAF.

Ensures that the architecture descriptions are resource-conscious, including cost and value analysis, dependencies, risks, and synergies between projects.

Conclusion: Correct, as it provides a complete approach to organizing the work to deliver architectures while adhering to TOGAF principles.

Option B:

Strengths:

Suggests creating architecture descriptions for the Application, Data, and Technology Architectures, which are necessary for delivering requested architectures.

Addresses readiness assessments and the fitness of solutions.

Weaknesses:

Emphasizes looking outside the company and studying other companies' models, which is not necessarily aligned with TOGAF unless justified by specific gaps.

Skips essential TOGAF steps like feasibility analysis and detailed stakeholder engagement.

Conclusion: Incorrect, as it places undue emphasis on external research instead of leveraging TOGAF's structured ADM.

Option C:

Strengths:

Suggests reviewing the Architecture Vision and determining scope, which aligns with TOGAF principles.

Proposes preparing an Architecture Roadmap and involving the Architecture Board for review.

Weaknesses:

Does not cover important elements such as candidate building blocks, feasibility analysis, or stakeholder engagement.

Suggests starting the project prematurely without proper sequencing or risk trade-offs.

Conclusion: Incorrect, as it skips key steps and lacks a structured approach to dependencies and resource management.

Option D:

Strengths:

Suggests revising the Architecture Vision and conducting a Stakeholder Analysis, which aligns with Phase A of the ADM.

Weaknesses:

Returning to Phase A is not required here, as the Architecture Vision has already been defined. Revising the vision at this stage indicates a step backward.

Lacks focus on feasibility analysis, dependencies, and sequencing, which are the immediate needs in this phase.

Conclusion: Incorrect, as it unnecessarily revisits earlier ADM phases instead of progressing.

TOGAF References

ADM Phases B, C, D: Emphasizes developing detailed architectures, identifying candidate building blocks, and addressing dependencies, risks, and resource needs (TOGAF 9.2, Chapters 8-10).

Architecture Roadmap and Feasibility Analysis: Guides sequencing and trade-offs for implementation (TOGAF 9.2, Section 12.4).

Stakeholder Engagement: Critical for ensuring alignment and feasibility (TOGAF 9.2, Section 24.2).

Decision-Making and Trade-offs: TOGAF emphasizes documenting risks and trade-offs as part of feasibility analysis (TOGAF 9.2, Section 6.4.1).

NEW QUESTION: 58

Please read this scenario prior to answering the question

Your role is that of a senior architect, reporting to the Chief Enterprise Architect, at a medium-sized company with 400 employees. The nature of the business is such that the data and the information stored on the company systems is their major asset and is highly confidential.

The company employees travel extensively for work and must communicate over public infrastructure using message encryption, VPNs, and other standard safeguards. The company has invested in cybersecurity awareness training for all its staff. However, it is recognized that even with good education as well as system security, there is a dependency on third-party suppliers of infrastructure and software. The company uses the TOGAF standard as the method and guiding framework for its Enterprise Architecture (EA) practice. The CTO is the sponsor of the activity.

The Chief Security Officer (CSO) has noted an increase in ransomware (malicious software used in ransom demands) attacks on companies with a similar profile. The CSO recognizes that no matter how much is spent on education, and support, it is likely just a matter of time before the company suffers a significant attack that could completely lock them out of their information assets.

A risk assessment has been done and the company has sought cyber insurance that includes ransomware coverage. The quotation for this insurance is hugely expensive. The CTO has recently read a survey that stated that one in four organizations paying ransoms were still unable to recover their data, while nearly as many were able to recover the data without paying a ransom. The CTO has concluded that taking out cyber insurance in case they need to pay a ransom is not an option.

Refer to the scenario

You have been asked to describe the steps you would take to improve the resilience of the current architecture?

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

- A.** You would ensure that the company has in place up-to-date processes for managing change to the current Enterprise Architecture. Based on the scope of the concerns raised you recommend that this be managed at the infrastructure level. Changes should be made to the baselinedescription of the Technology Architecture. The changes should be approved by the Architecture Board and implemented by change management techniques.
- B.** You would determine business continuity requirements, and undertake a gap analysis of the current Enterprise Architecture. You would make recommendations for change requirements to address the situation and create a change request. You would manage a meeting of the Architecture Board to assess and approve the change request. Once approved you would produce a new Request for Architecture Work to activate an ADM cycle to carry out a project to define the change.
- C.** You would request an Architecture Compliance Review with the scope to examine the company's resilience to ransomware attacks. You would identify the departments involved and have them nominate representatives. You would then tailor checklists to address the requirement for increased resilience. You would circulate to the nominated representatives for them to complete. You would then review the completed checklists, identifying and resolving issues. You would then determine and present your recommendations.
- D.** You would monitor for technology changes from your existing suppliers that could improve resilience. You would prepare and run a disaster recovery planning exercise for a ransomware attack and analyze the performance of the current Enterprise Architecture. Using the findings, you would prepare a gap analysis of the current Enterprise Architecture. You would prepare change requests to address identified gaps. You would add the changes implemented to the Architecture Repository.

Answer: B ([LEAVE A REPLY](#))

NEW QUESTION: 59

Exhibit:

Consider the image showing basic architectural concepts.

What are items A and B?

- A.** A-Candidate Architecture, B-Trade-off
- B.** A-User, B-Requirement
- C.** A-Stakeholder, B-Concern
- D.** A-Base Architecture, B-Target Architecture

Answer: ([SHOW ANSWER](#))

In the context of TOGAF, a stakeholder is any individual, team, or organization who has interests in, or concerns relative to, the outcome of the architecture. Concerns are those interests which pertain to any aspect of the system's functioning, development or operation, including considerations such as performance, reliability, and security¹. References:

*The TOGAF Standard, Version 9.2 - Definitions - The Open Group

NEW QUESTION: 60

Please read this scenario prior to answering the question

You are employed as an Enterprise Architect at a company. The company manages large-scale farming operations with food production, processing, and distribution. The goal of the company is to maximize profit while satisfying the needs of consumers for its products. Its customers demand food that is produced sustainably, safely, and transparently, while reducing environmental impact. The business is highly mechanized, and this mechanization has brought about a decrease in the number of workers needed, together with a focus on agricultural engineering to improve the efficiency of its farms, its processing facilities, and the overall enterprise. As part

of this, the company has established an Enterprise Architecture (EA) practice based on the TOGAF standard, using it as the method and guiding framework. The Chief Information Officer (CIO) is the sponsor of EA practice.

The practice has adopted an iterative approach for its architecture development. This has enabled the decision makers to have valuable insights into the different aspects of the business.

In recent years there have been a series of bad harvests, and a major reduction in yields of the main crop produced by the company.

This combined with an increase in costs for energy, feed, fuel, and fertilizer, had led to a significant decrease in profits.

The rising costs and lower profits mean that the company is unable to take as much planned action on climate measures as it would like, such as reducing its carbon footprint. The Chief Executive Officer (CEO) has stated that big changes are needed to improve yields and profitability.

The outline strategy for change, includes new products, and new markets. The company will switch to a mix of crops rather than depend on a main crop and will allow use of its processing facilities by third parties. This is a major decision, and the CEO has stated a desire to repurpose and reuse rather than replace so as to manage the risks and limit the costs.

The CIO has assigned the EA team to manage this project. The CIO has stated that although the overall objective is known, the EA team are expected to define the scope, a shared vision, and the requirements.

Refer to the scenario

You have been asked to recommend the best approach for architecture development to realize the CEO's change in direction for the company.

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

A. The team should start on architecture definition and operate multiple ADM phases concurrently to support this change in direction. Once understood, the team will identify the requirements, drivers, issues, and constraints for the change. You would include non-functional requirements in the architecture development to make sure that the target architecture meets its compliance and regulatory requirements.

B. The team first needs to understand the problem and define the structure of the change. It should start iteration cycles on a baseline first approach to architecture development, and then transition planning.

This will identify the change needed to transition from the baseline to the target and can be used to work out in detail what the agreed vision is for the change.

C. The team should start its iteration cycles of architecture development by going through the architecture definition phases (B-D) with a baseline first approach. This will support the change in direction as stated by the CEO. It will ensure that the change can be defined in a structured manner and address the requirements needed to realize the change.

D. The team should start by defining the baseline Technology Architecture in order to assess the current infrastructure capacity and capability for the company. Then the focus should be on transition planning and incremental architecture deployment. This will identify requirements to ensure that the projects are sequenced in an optimal way to realize the change.

Answer: B (LEAVE A REPLY)

The scenario clearly states that:

- * The overall objective is known,
- * BUT the EA team is expected to define the scope, shared vision, and requirements,
- * The company uses an iterative approach,
- * The CEO wants repurpose and reuse rather than replace,
- * This is a major strategic shift (new markets, new products, new crop mix).

According to the TOGAF standard, when the problem must be understood, and scope, vision, and requirements are not yet defined, the correct starting point is Phase A: Architecture Vision, using an iteration cycle.

This is also consistent with the "baseline-first" approach recommended in the TOGAF Series Guides for situations where:

- * the business direction is known but high-level,
- * detailed impacts must be discovered,
- * and the organization wants to reuse existing capabilities rather than replace them.

Option B is the only answer that:

- * Begins by understanding the problem,
- * Defines the structure of the change,
- * Uses iteration cycles starting with a baseline-first approach,
- * Leads into transition planning,
- * Supports clarification of the shared vision and requirements,
- * Fits the CIO's instruction to "define the scope, shared vision, and requirements." This matches exactly what TOGAF prescribes in early-cycle Architecture Vision and initial iterations.

NEW QUESTION: 61

Refer to the table below:

Phase	Output & Outcome	Essential Knowledge
?	Sufficient documentation to get permission to proceed. Permission to proceed to develop a Target Architecture to prove out a summary target.	The scope of the problem being addressed. Those who have interests that are fundamental to the problem being addressed. (Stakeholders & Concerns) What summary answer to the problem is acceptable to the stakeholders? Stakeholder priority and preference. What value does the summary answer provide?

Which ADM Phase does this describe?

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

Answer: B (LEAVE A REPLY)

Phase B of the ADM cycle is the Business Architecture phase. It describes the development of a Business Architecture to support an agreed Architecture Vision. The objectives of this phase are to describe the baseline and target Business Architecture, identify candidate Architecture Roadmap components based on gaps between the baseline and target, and determine whether an incremental approach is required. Reference:

The TOGAF Standard | The Open Group Website, Section 3.2.2 Phase B: Business Architecture.

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NEW QUESTION: 62

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?

- A. 1 Architecture Principles -2 Architecture Contracts - 3 Request for Architecture Work - 4 Architecture Requirements Specification
- B. 1 Architecture Contracts - 2 Architecture Requirements Specification - 3 Architecture Vision - 4 Architecture Principles
- C. 1 Architecture Requirements Specification -2 Architecture Principles - 3 Architecture Vision - 4 Architecture Contracts
- D. 1 Architecture Principles -2 Architecture Contracts - 3 Architecture Requirements Specification-4 Request for Architecture Work

Answer: A (LEAVE A REPLY)

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.

1: Architecture Principles 2: Architecture Contracts 3: Request for Architecture Work 4: Architecture Requirements Specification

NEW QUESTION: 63

Which deliverable is first produced in Phase A, also updated in Phase E, and helps the architect to understand the baseline and target for the enterprise?

- A. Architecture Contracts
- B. Capability Assessment
- C. Consolidated Gaps, Solutions, and Dependencies Matrix
- D. Stakeholder Map

Answer: B (LEAVE A REPLY)

Comprehensive and Detailed Explanation

The question is about a deliverable that:

* Is first created in Phase A: Architecture Vision.

- * Is updated in Phase E: Opportunities and Solutions.

- * Helps the architect understand both the baseline and the target for the enterprise.

Let's review each option:

- * A. Architecture Contracts

- * These are created in Phase G: Implementation Governance.

- * They formalize agreements between architecture and implementation teams, but are not produced in Phase A.

- * Incorrect.

- * B. Capability Assessment

- * In Phase A, the Capability Assessment is produced to assess the organization's current capability maturity and to identify strengths and weaknesses (baseline).

- * In Phase E, it is updated to reflect the required target capability and to inform planning of the work packages and Transition Architectures.

- * This deliverable helps architects understand both baseline and target capability for the enterprise.

- * Correct.

- * C. Consolidated Gaps, Solutions, and Dependencies Matrix

- * This is produced in Phase E to consolidate results from Gap Analysis across Phases B, C, and D.

- * It is not started in Phase A, so it does not meet the condition.

- * Incorrect.

- * D. Stakeholder Map

- * This is produced in Phase A as part of stakeholder management.

- * It is not updated in Phase E, and it does not directly address baseline vs. target capability.

- * Incorrect.

Correct Mapping

The deliverable that fits all three conditions is the Capability Assessment (B).

References

- * The Open Group, TOGAF Standard, Version 9.2, Part II: ADM - Phase A (Capability Assessment as an input to the Architecture Vision) and Phase E (updated Capability Assessment to guide Opportunities and Solutions).

- * The Open Group, TOGAF 9 Certified Study Guide - description of Capability Assessment as a baseline/target capability comparison tool.

NEW QUESTION: 64

Consider the following ADM phase objectives.

#

Objective

1

Determine whether an incremental approach is required, and if so identify Transition Architectures that will deliver continuous business value

2

Generate the initial complete version of the Architecture Roadmap, based upon the gap analysis and candidate Architecture Roadmap components from Phases B, C, and D

3

Finalize the Architecture Roadmap and the supporting Implementation and Migration Plan

4

Ensure that the business value and cost of work packages and Transition Architectures is understood by key stakeholders Which two are objectives of ADM Phase F?

A. 3 & 4

B. 1 & 3

C. 1 & 2

D. 2 & 3

Answer: A (LEAVE A REPLY)

Comprehensive and Detailed In-Depth Explanation from Expert in Enterprise Architecture, guiding in TOGAF and ArchiMate:

ADM Phase F (Migration Planning) focuses on finalizing the Architecture Roadmap and Implementation and Migration Plan and ensuring they are viable, cost-effective, and clearly understood by decision-makers.

Phase F key objectives include:

- * Finalizing the Architecture Roadmap
- * Finalizing the Implementation and Migration Plan
- * Ensuring costs, benefits, risks, and dependencies of work packages and Transition Architectures are understood
- * Gaining approval for implementation sequencing and priorities

Why Option A is correct:

- * Objective 3 directly states the finalization of the Architecture Roadmap and supporting Implementation and Migration Plan, which is a core Phase F responsibility.
- * Objective 4 aligns with Phase F's requirement to ensure that business value, cost, and trade-offs are understood by stakeholders prior to implementation approval.

Why the other options are incorrect:

- * Objective 1 belongs primarily to Phase E (Opportunities and Solutions), where incremental delivery and Transition Architectures are identified.
- * Objective 2 also belongs to Phase E, where the initial complete Architecture Roadmap is generated from Phases B, C, and D outputs.

Authoritative TOGAF References:

- * TOGAF ADM Phase F - Migration Planning
- * TOGAF Architecture Roadmap and Implementation and Migration Plan

NEW QUESTION: 65

What component of the Architecture Repository represents architecture requirements agreed with the Architecture Board?

A. Reference Library

B. Architecture Capability

C. Architecture Requirements Repository

D. Governance Log

Answer: C (LEAVE A REPLY)

The Architecture Requirements Repository stores all the requirements that are output of the architecture development cycle, as well as the requirements that are input to the architecture development cycle¹. The Architecture Requirements Repository includes the following types of requirements¹:

*Stakeholder Requirements: These are the high-level requirements and expectations of the stakeholders, derived from the business drivers, goals, and objectives. They are captured and refined in the Architecture Vision phase and the Requirements Management phase.

*Architecture Requirements: These are the detailed requirements that specify what the architecture must do or deliver to meet the stakeholder requirements. They are derived and refined in the Business, Information Systems, and Technology Architecture phases.

*Implementation and Migration Requirements: These are the detailed requirements that specify what the implementation and migration projects must do or deliver to realize the architecture. They are derived and refined in the Opportunities and Solutions and Migration Planning phases.

The Architecture Requirements Repository is used to manage the architecture requirements throughout the architecture lifecycle, ensuring their traceability, consistency, and compliance¹. The Architecture Board is the authority that reviews and approves the architecture requirements, as well as the architecture deliverables and artifacts, as part of the architecture governance process².

References: 1: Architecture Requirements Repository 2: Architecture Board

NEW QUESTION: 66

Complete the sentence. The purpose of the Gap Analysis technique is to

- A. determine service levels for the architecture
- B. validate the architecture
- C. identify nonfunctional requirements for the architecture
- D. establish quality metrics for the architecture

Answer: B (LEAVE A REPLY)

Gap Analysis in TOGAF is a technique used to compare the baseline architecture (current state) with the target architecture (future desired state). The output is a set of gaps, representing what is missing or what must change to move from baseline to target. These gaps help validate that the target architecture is adequate: by identifying what is not addressed, architects can ensure that all required functionality, constraints, and transformation paths are captured. In effect, Gap Analysis validates the architecture by exposing omissions, inconsistencies, or unmet requirements between what is and what should be. It is not primarily about defining service levels, nonfunctional requirements, or quality metrics (though it helps inform those). Rather, its main role is in validating and guiding closure of architectural gaps.

NEW QUESTION: 67

Scenario

Your role is that of an Enterprise Architect, reporting to the Chief Enterprise Architect, at a technology company.

The company uses the TOGAF standard as the method and guiding framework for its Enterprise Architecture (EA) practice. The Chief Technology Officer (CTO) is the sponsor of the activity. The EA practice uses an iterative approach for its architecture development.

This has enabled the decision-makers to gain valuable insights into the different aspects of the business.

The nature of the business is such that the data and the information stored on the company systems is the company's major asset and is highly confidential. The company employees travel a lot for work and need to communicate over public infrastructure. They use message encryption, secure internet connections using Virtual Private Networks (VPNs), and other standard security measures. The company has provided computer security awareness training for all its staff. However, despite good education and system security, there is still a need to rely on third-party suppliers for infrastructure and software.

The Chief Security Officer (CSO) has noted an increase in ransomware (malicious software used in ransom demands) attacks on companies with a similar profile. The CSO recognizes that no matter how much is spent on education and support, the company could be a victim of a significant attack that could completely lock them out of their important data.

A risk assessment has been completed, and the company has looked for cyber insurance that covers ransomware. The price for this insurance is very high. The CTO recently saw a survey that said 1 out of 4 businesses that paid ransoms could not get their data back, and almost the same number were able to recover the data without paying. The CTO has decided not to get cyber insurance to cover ransom payment.

You have been asked to describe the steps you would take to strengthen the current architecture to improve data protection.

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

A. You would ensure that the company has in place up-to-date processes for managing change to the current Enterprise Architecture. Based on the scope of the concerns raised, you recommend that this be managed at the infrastructure level. Changes should be made to the baseline description of the Technology Architecture. The changes should be approved by the Architecture Board and implemented by change management techniques.

B. You would request an Architecture Compliance Review with the scope to examine the company's ability to respond to ransomware attacks. You would identify the departments involved and have them nominate representatives. You would then tailor checklists to address the requirement for increased resilience. You would circulate to the nominated representatives for them to complete. You would then review the completed checklists, identifying and resolving issues. You would then determine and present your recommendations.

C. You would monitor for technology updates from your existing suppliers that could enhance the company's capabilities to detect, react, and recover from an IT security incident. You would prepare and run a disaster recovery planning exercise for a ransomware attack and analyze the performance of the current Enterprise Architecture. Using the findings, you would prepare a gap analysis of the current Enterprise Architecture. You would prepare change requests to address identified gaps. You would add the changes implemented to the Architecture Repository.

D. You would assess business continuity requirements and analyze the current Enterprise Architecture for gaps. You would recommend changes to address the situation and create a change request. You would engage the Architecture Board to assess and approve the change request. Once approved, you would create a new Request for Architecture Work to begin an ADM cycle to implement the changes.

Answer: B (LEAVE A REPLY)

Comprehensive and Detailed Step-by-Step Explanation

Context of the Scenario

The scenario highlights significant risks due to ransomware attacks and the need to strengthen the company's Enterprise Architecture to improve data protection and resilience. TOGAF emphasizes the Architecture Compliance Review as a mechanism for ensuring the architecture meets its objectives and addresses specific concerns such as security, resilience, and compliance with organizational goals. The organization has already conducted a risk assessment but requires actionable steps to:

Address ransomware attack risks.

Increase the resilience of the Technology Architecture.

Ensure proper alignment with governance and compliance frameworks.

Option Analysis

Option A:

Strengths:

Highlights the need for up-to-date processes for managing changes in the Enterprise Architecture.

Recognizes the importance of governance through the Architecture Board and change management techniques.

Weaknesses:

The approach focuses solely on the Technology Architecture baseline but does not address the need for specific steps such as compliance review, gap analysis, or tailored resilience measures for ransomware risks.

It provides a broad and generic approach rather than a targeted plan for ransomware and data protection issues.

Conclusion: Incorrect. While it adheres to governance processes, it lacks specific actions to improve resilience and address the immediate security concerns.

Option B:

Strengths:

Proposes an Architecture Compliance Review, which is a core TOGAF process used to evaluate architecture implementation against defined objectives, ensuring it is fit for purpose.

Involves identifying stakeholders (departments) and tailoring checklists specific to ransomware resilience.

Emphasizes issue identification and resolution through structured review processes.

Weaknesses:

Does not explicitly address longer-term updates to the Enterprise Architecture, but this can be inferred as a next step following compliance recommendations.

Conclusion: Correct. This is the most suitable approach based on TOGAF principles, as it uses an established process to evaluate and improve the architecture's resilience.

Option C:

Strengths:

Includes monitoring for updates from suppliers to enhance detection and recovery capabilities, which is relevant to addressing ransomware risks.

Proposes a gap analysis to identify shortcomings in the current Enterprise Architecture and recommends addressing gaps through change requests.

Incorporates disaster recovery planning exercises, which are useful for testing resilience.

Weaknesses:

While thorough, the approach lacks the Architecture Compliance Review process, which is a more structured way to ensure the architecture meets resilience requirements.

Monitoring suppliers and running disaster recovery exercises are operational steps rather than strategic architectural improvements.

Conclusion: Incorrect. While it includes valid activities, it does not adhere to TOGAF's structured approach for architecture assessment and compliance.

Option D:

Strengths:

Proposes analyzing business continuity requirements and assessing the architecture for gaps, which is relevant to the scenario.

Suggests initiating an ADM cycle to address gaps, which aligns with TOGAF principles.

Weaknesses:

Focusing on initiating a new ADM cycle may be premature, as the immediate priority is to evaluate the existing architecture and address specific resilience concerns.

Does not mention compliance review or tailored resilience measures for ransomware attacks, which are central to the scenario.

Conclusion: Incorrect. It proposes a broader approach that may not adequately address the immediate concerns highlighted by the CSO.

TOGAF References

Architecture Compliance Review: A structured process used to evaluate whether an architecture meets the stated goals, objectives, and requirements (TOGAF 9.2, Chapter 19). It is particularly useful for identifying and addressing resilience requirements in scenarios involving security risks.

Stakeholder Engagement: Identifying and involving stakeholders (e.g., departments) is a critical part of architecture governance and compliance review (TOGAF 9.2, Section 24.2).

Change Management: The Architecture Compliance Review supports identifying necessary changes, which are then managed through governance and change management processes (TOGAF 9.2, Section 21.6).

By choosing Option B, you align with TOGAF's structured approach to compliance, resilience, and addressing security concerns.

NEW QUESTION: 68

You are working as an Enterprise Architect within an Enterprise Architecture (EA) team at a large government agency with multiple divisions. The agency has a well-established EA practice and follows the TOGAF standard as its method for architecture development. The government has mandated that the agency prepare for an "AI-first" world.

The agency wants to determine the impact and role of AI in its future services. The CIO has approved a Request for Architecture Work to explore the use of AI in services. Some leaders are concerned about reliance on AI, security, and employees' need to acquire new skills.

The EA team leader seeks suggestions on managing the risks associated with a new architecture for the AI- first project. Based on the TOGAF standard, which of the following is the best answer?

- A.** Conduct an analysis of stakeholders, documenting their concerns and recording them in the Architecture Vision document. Risks should be recorded in the Architecture Requirements Specification and reviewed regularly.
- B.** Identify key stakeholders and develop a Communication Plan that addresses their needs. Ensure the architecture addresses risk management and summarizes features of the architecture.
- C.** Separate stakeholders into groups and categorize them. Develop models for each group and verify that their concerns are addressed in Phase G, Implementation Governance.
- D.** Create an organization map to show the links between different agency parts. Hold a meeting to teach stakeholders to interpret the models. Manage risks as part of Security Architecture development.

Answer: (SHOW ANSWER)

In the context of the TOGAF standard, stakeholder management and addressing stakeholder concerns are critical components, especially for high-impact initiatives like adopting an AI-first approach. Here's why the selected answer aligns best with TOGAF principles and the scenario:

Stakeholder Analysis and Engagement: Conducting a stakeholder analysis is essential as it helps identify and document the concerns, issues, and cultural factors influencing each stakeholder group. This aligns with TOGAF's emphasis on understanding and managing stakeholder concerns, particularly in the Preliminary and Architecture Vision phases of the ADM (Architecture Development Method). Since the scenario highlights diverse concerns about AI, understanding each group's unique perspective will help the EA team tailor the architecture to address these effectively.

Architecture Vision Document: By documenting these concerns in the Architecture Vision document, the EA team can provide a clear, high-level representation of how AI will be adopted, its benefits, and how it addresses specific stakeholder concerns. This is critical for communicating the intent and value of the AI-first approach in a way that aligns with the agency's strategic goals, including addressing apprehensions about job security, skill development, and cyber resilience.

Risk Management and Architecture Requirements Specification: TOGAF highlights the importance of identifying and managing risks early in the process. By documenting the requirements related to risk in the Architecture Requirements Specification, the EA team

ensures that these concerns are formally integrated into the architecture and addressed throughout the ADM phases. Regular assessments and feedback loops will provide a mechanism for continual risk monitoring and adjustment as the AI-first initiative progresses.

Alignment with TOGAF's ADM Phases:The approach specified aligns with TOGAF's guidance on managing risk and stakeholder concerns during the early ADM phases, specifically Architecture Vision and Requirements Management. In these phases, the framework emphasizes identifying and addressing risks associated with stakeholders' concerns to build a resilient and widely accepted architecture.

Reference to TOGAF Stakeholder Management Techniques:TOGAF's stakeholder management techniques underscore the importance of understanding and addressing stakeholder needs as a foundational step. This involves assessing the influence and interest of various stakeholders and integrating their views into architectural development, ensuring that the architecture aligns with both business goals and operational realities.

In conclusion, by conducting a thorough stakeholder analysis and documenting concerns in both the Architecture Vision and Architecture Requirements Specification, the EA team can ensure that stakeholder concerns are addressed, that the architecture supports AI adoption effectively, and that potential risks are managed proactively. This approach will foster acceptance among stakeholders and ensure that the architecture aligns with the agency's strategic goals and risk management requirements as recommended by TOGAF.

NEW QUESTION: 69

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: (SHOW ANSWER)

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: 70

Please read this scenario prior to answering the question

You are the Lead Enterprise Architect at a major agribusiness company. The company's main harvest is lentils, a highly valued food grown worldwide. The lentil parasite, broomrape, has been an increasing concern for many years and is now becoming resistant to chemical controls. In addition, changes in climate favor the propagation and growth of the parasite. As a result, the parasite cannot realistically be exterminated, and it has become pandemic, with lentil yields falling globally.

In response to the situation, the CEO has decided that the lentil fields will be used for another harvest. The company will also cease to process third-party lentils and will repurpose its processing plants. Thus, the target market will change, and the end-products will be different and more varied.

The company has recently established an Enterprise Architecture practice based on the TOGAF standard as method and guiding framework. The CIO is the sponsor of the activity. A formal request for architecture change has been approved. At this stage there is no fixed scope, shared vision, or objectives.

Refer to the scenario

You have been asked to propose the best approach for architecture development to realize the CEO's change in direction for the company.

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

- A.** You propose that this engagement define the baseline Technology Architecture first in order to assess the current infrastructure capacity and capability for the company. Then the focus should be on transition planning and incremental architecture deployment. This will identify requirements to ensure that the projects are sequenced in an optimal fashion so as to realize the change.
- B.** You propose that the team uses the architecture definition document and focus on architecture development starting simultaneously phases B, C and D. This is because the CEO has identified the need to change. This will ensure that the change can be defined in a structured manner and address the requirements needed to realize the change.
- C.** You propose that the team focus on architecture definition including development of business models, with emphasis on defining the change parameters to support this new business strategy that the CEO has identified. Once understood, the team will be in the best position to identify the requirements, drivers, issues, and constraints for the change.
- D.** You propose that the priority is to produce a new Request for Architecture Work leading to development of a new Architecture Vision. The trade-off method should be applied to identify and select an architecture satisfying the stakeholders. For an efficient change the EA team should be aligned with the organization's planning, budgeting, operational, and change processes.

Answer: (SHOW ANSWER)

A Request for Architecture Work is a document that describes the scope, approach, and expected outcomes of an architecture project. A Request for Architecture Work is usually initiated by the sponsor or client of the architecture work, and approved by the Architecture Board, which is a governance body that oversees the architecture work and ensures compliance with the architecture principles, standards, and goals. A Request for Architecture Work triggers a new cycle of the Architecture Development Method (ADM), which is the core process of the TOGAF standard that guides the development and management of the enterprise architecture¹² An Architecture Vision is a high-level description of the desired outcomes and benefits of the proposed architecture. An Architecture Vision is the output of Phase A: Architecture Vision of the ADM cycle, which is the first phase of the architecture development. An Architecture Vision defines the scope and approach of the architecture work, and establishes the business goals and drivers that motivate the architecture work. An Architecture Vision also involves obtaining the approval and commitment of the sponsors and other key stakeholders, and initiating the Architecture Governance process³ A trade-off analysis is a technique that can be used to evaluate and compare different architecture alternatives and select the most suitable one. A trade-off analysis involves identifying the criteria and factors that are relevant to the decision, such as costs, benefits, risks, and opportunities, and assessing the strengths and weaknesses of each alternative. A trade-off analysis also involves balancing and reconciling the multiple, often conflicting, requirements and concerns of the stakeholders, and ensuring alignment with the Architecture Vision and the Architecture Principles.

Therefore, the best answer is D, because it proposes the best approach for architecture development to realize the CEO's change in direction for the company. The answer covers the Request for Architecture Work, the Architecture Vision, and the trade-off analysis techniques that are relevant to the scenario.

1: The TOGAF Standard, Version 9.2, Part II: Architecture Development Method (ADM), Chapter 7:

Request for Architecture Work 2: The TOGAF Standard, Version 9.2, Part VI: Architecture Capability Framework, Chapter 50:

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

NEW QUESTION: 71

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 ([LEAVE A REPLY](#))

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: 72

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 Complete the sentence. Deliverable 3 is an output of, deliverable 4 can form:

- A.** Phase A, the plan for how the architecture is governed
- B.** Phase A, an assessment of the changes to the architecture
- C.** the Preliminary Phase, an approach to change for the Implementation and Migration Plan
- D.** the Preliminary Phase, a major component of an implementation project

Answer: ([SHOW ANSWER](#)**)**

Comprehensive and Detailed In-Depth Explanation from Expert in Enterprise Architecture, guiding in TOGAF and ArchiMate:

To answer this question correctly, it is necessary to identify the TOGAF-defined deliverables:

- * Deliverable 3 is the Request for Architecture Work. This document is formally issued by the sponsoring organization to the architecture function to initiate a new ADM cycle or iteration.
- * Deliverable 4 corresponds to Architecture Requirements, which are expressed as quantitative, testable statements that implementation projects must satisfy to claim architectural compliance.

Why Option A is correct:

- * The Request for Architecture Work is a key output of Phase A (Architecture Vision). Phase A formally initiates the ADM cycle, establishes scope, stakeholders, constraints, and secures approval to proceed.
- * Architecture Requirements form a critical input to Architecture Governance, specifically contributing to the plan for how the architecture is governed, including compliance assessments, checkpoints, and governance controls during implementation.

Why the other options are incorrect:

- * B. Phase A, an assessment of the changes to the architecture: Impact and change assessments are not the primary formation purpose of Architecture Requirements.
- * C. the Preliminary Phase, an approach to change for the Implementation and Migration Plan: The Request for Architecture Work is not produced in the Preliminary Phase; that phase focuses on establishing Architecture Capability.
- * D. the Preliminary Phase, a major component of an implementation project: Architecture Requirements guide implementation but are not classified as a "major component" of the project itself.

Authoritative TOGAF References:

- * TOGAF ADM Phase A - Architecture Vision (Request for Architecture Work)
- * TOGAF Architecture Requirements Management
- * TOGAF Architecture Governance Framework

NEW QUESTION: 73

Which of the following are two of the architecture domains that are considered as subsets of an overall Enterprise Architecture?

- A. Strategy, Enterprise
- B. Vision, Target
- C. Technology, Digital
- D. Business, Technology

Answer: D (LEAVE A REPLY)

In the TOGAF Standard, the concept of an Enterprise Architecture is broken into several primary architecture domains. These domains provide a structured way to describe the enterprise from multiple perspectives that collectively support transformation and governance. TOGAF specifies four core architecture domains:

Business Architecture, Data Architecture, Application Architecture, and Technology Architecture. These domains, when combined, form a comprehensive view of how the enterprise functions, how information flows, how systems interact, and what technologies support the organization.

Among the choices provided, only Business and Technology are officially recognized architecture domains in TOGAF. The Business Architecture describes business strategy, governance, organization, and key processes.

The Technology Architecture defines the logical and physical technology infrastructure necessary to support mission-critical applications and data. The other answer options do not represent TOGAF architecture domains; for example, "Strategy," "Vision," "Target," or "Digital" are not formal architecture domains in TOGAF. Thus, the pair that correctly identifies subsets of an enterprise architecture according to the TOGAF framework is Business and Technology Architecture.

NEW QUESTION: 74

What does the TOGAF ADM recommend for use in developing an Architecture Vision document?

- A. Requirements Management
- B. Architecture Principles
- C. Gap Analysis

D. Business Scenarios

Answer: D ([LEAVE A REPLY](#))

Business scenarios are a technique recommended by the TOGAF ADM for use in developing an Architecture Vision document¹².

Business scenarios are a means of capturing the business requirements and drivers, the processes and actors involved, and the desired outcomes and measures of success³⁴. Business scenarios help to create a common vision and understanding among the stakeholders, and to identify and validate the architecture requirements . Business scenarios also provide a basis for analyzing the impact and value of the proposed architecture. References:

*The TOGAF Standard, Version 9.2 - Phase A: Architecture Vision - The Open Group

*TOGAF Standard - Introduction - Phase A: Architecture Vision

*The TOGAF Standard, Version 9.2 - Definitions - The Open Group

*Business Scenarios - The Open Group

*[The TOGAF Standard, Version 9.2 - Architecture Requirements Specification - The Open Group]

*[The TOGAF Standard, Version 9.2 - Architecture Vision - The Open Group]

*[The TOGAF Standard, Version 9.2 - Business Transformation Readiness Assessment - The Open Group]

NEW QUESTION: 75

Which of the following best describes the TOGAF Architecture Development Method?

A. A process for managing architecture requirements

B. A process for creating an Architecture Repository

C. A method for developing and managing the lifecycle of an Enterprise Architecture

D. A process for managing and controlling change at an enterprise-wide level

Answer: C ([LEAVE A REPLY](#))

NEW QUESTION: 76

In the ADM, what is the name for documents that are not finished and not approved?

A. interim

B. draft

C. version 0.1

D. incomplete

Answer: ([SHOW ANSWER](#))

* In TOGAF, draft deliverables are those that are not yet finished or approved. They are work-in-progress versions that may have version numbers like 0.1, 0.5, or 0.9.

* Once reviewed and approved, they become final deliverables.

Reference: TOGAF Standard, Version 9.2, Deliverables, Artifacts, and Building Blocks.

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NEW QUESTION: 77

Which of the following best describes the purpose of the Architecture Roadmap?

- A.** It provides for effective communication of the end architecture project to the stakeholders
- B.** It is sent from the sponsor and triggers the start of an architecture development cycle
- C.** It forms the basis of a contractual agreement between the sponsor and the architecture organization
- D.** It lists work packages on a timeline showing progress towards the Target Architecture

Answer: D (LEAVE A REPLY)

The purpose of the Architecture Roadmap is to provide a high-level view of how the Baseline Architecture will transition to the Target Architecture over time. It lists work packages on a timeline showing progress towards the Target Architecture, as well as dependencies, risks, and benefits. The Architecture Roadmap forms part of the Implementation and Migration Plan and guides the execution of the architecture projects.

References: <https://pubs.opengroup.org/architecture/togaf9-doc/arch/chap20.html>

NEW QUESTION: 78

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 (LEAVE A REPLY)

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: 79

Please read this scenario prior to answering the question

You are serving as the Lead Architect for an Enterprise Architecture team within a leading multinational biotechnology company. The company works in three major industries, including healthcare, crop production, and agriculture. Your team works within the healthcare division.

The healthcare division is developing a new vaccine, and has to demonstrate its effectiveness and safety in a set of clinical trials that satisfy the regulatory requirements of the relevant health authorities. The clinical trials are undertaken by its research laboratories at

multiple facilities worldwide. In addition to internal research and development activities, the healthcare division is also involved in publicly funded collaborative research projects with industrial and academic partners.

The Enterprise Architecture team has been engaged in an architecture project to develop a secure system that will allow the healthcare researchers to share information more easily about their clinical trials, and work more collaboratively across the organization and also with its partners. This system will also connect with external partners.

The Enterprise Architecture team uses the TOGAF ADM with extensions required to support healthcare manufacturing practices and laboratory practices. Due to the highly sensitive nature of the information that is managed, special care has been taken to ensure that each architecture domain considers the security and privacy issues that are relevant.

The Vice President for Worldwide Clinical Research is the sponsor of the Enterprise Architecture activity.

She has stated that disruptions must be minimized for the clinical trials, and that the rollout must be undertaken incrementally.

Refer to the scenario

You have been asked to recommend the approach to identify the work packages for an incremental rollout meeting the requirements.

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

A. You recommend that the Solution Building Blocks from a Consolidated Gaps, Solutions and Dependencies Matrix be grouped into a set of work packages. Using the matrix as a planning tool, regroup the work packages to account for dependencies. Sequence the work packages into the Capability Increments needed to achieve the Target Architecture, so that the implementation team can schedule the rollout one region at a time to minimize disruption. Document the work packages for the Enterprise Architecture using a Transition Architecture State Evolution Table.

B. You recommend that a Consolidated Gaps, Solutions and Dependencies Matrix is used as a planning tool for creating work packages. For each gap classify whether the solution is either a new development, purchased solution, or based on an existing product. Group the similar solutions together to define the work packages. Regroup the work packages into a set of Capability Increments to transition to the Target Architecture considering the schedule for clinical trials, and document in an Architecture Definition Increments Table.

C. You recommend that an Implementation Factor Catalog is drawn up to indicate actions and constraints.

A Consolidated Gaps, Solutions and Dependencies Matrix should also be created. For each gap.

identify a proposed solution and classify it as new development, purchased solution, or based on an existing product. Group similar activities together to form work packages. Identify dependencies between work packages factoring in the clinical trial schedules.

Regroup the work packages into a set of Capability Increments scheduled into a series of Transition Architectures.

D. You recommend that the set of required Solution Building Blocks be determined by identifying those which need to be developed and which need to be procured. Eliminate any duplicates. Group the remaining Solution Building Blocks together to create the work packages using a CRUD (create, read, update, delete) matrix. Rank the work packages and select the most cost-effective options for inclusion in a series of Transition Architectures. Schedule the roll out of the work packages to be sequential across the geographic regions.

Answer: B (LEAVE A REPLY)

A Consolidated Gaps, Solutions and Dependencies Matrix is a technique that can be used to create work packages for an incremental rollout of the architecture. A work package is a set of actions or tasks that are required to implement a specific part of the architecture. A work package can be associated with one or more Architecture Building Blocks (ABBs) or Solution Building Blocks (SBBs), which are reusable components of business, IT, or architectural capability. A work package can also be associated with one or more Capability Increments, which are defined, discrete portions of the overall capability that deliver business value. A Capability Increment can be realized by one or more Transition Architectures, which are intermediate states of the architecture that enable the transition from the Baseline Architecture to the Target Architecture¹²³ The steps for creating work packages using this technique are:

For each gap between the Baseline Architecture and the Target Architecture, identify a proposed solution and classify it as new development, purchased solution, or based on an existing product. A gap is a difference or deficiency in the current state of the architecture that needs to be addressed by the future state of the architecture. A solution is a way of resolving a gap by implementing one or more ABBs or SBBs.

Group similar solutions together to define the work packages. Similar solutions are those that have common characteristics, such as functionality, technology, vendor, or location.

Identify dependencies between work packages, such as logical, temporal, or resource dependencies.

Dependencies indicate the order or priority of the work packages, and the constraints or risks that may affect their implementation.

Regroup the work packages into a set of Capability Increments to transition to the Target Architecture.

Capability Increments should be defined based on the business value, effort, and risk associated with each work package, and the schedule and objectives of the clinical trials. Capability Increments should also be aligned with the Architecture Vision and the Architecture Principles.

Document the work packages and the Capability Increments in an Architecture Definition Increments Table, which shows the mapping between the work packages, the ABBs, the SBBs, and the Capability Increments.

The table also shows the dependencies, assumptions, and issues related to each work package and Capability Increment.

Therefore, the best answer is B, because it describes the approach to identify the work packages for an incremental rollout meeting the requirements, using the Consolidated Gaps, Solutions and Dependencies Matrix as a planning tool.

1: The TOGAF Standard, Version 9.2, Part III: ADM Guidelines and Techniques, Chapter 30: Gap Analysis 2: The TOGAF Standard, Version 9.2, Part IV: Architecture Content Framework, Chapter 36:

Building Blocks 3: The TOGAF Standard, Version 9.2, Part III: ADM Guidelines and Techniques, Chapter

31: Architecture Change Management : The TOGAF Standard, Version 9.2, Part II: Architecture Development Method (ADM), Chapter

23: Phase E: Opportunities and Solutions : 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 II: Architecture Development Method (ADM), Chapter 18: Phase A:

Architecture Vision : The TOGAF Standard, Version 9.2, Part III: ADM Guidelines and Techniques, Chapter

23: Architecture Principles

NEW QUESTION: 80

Consider the following ADM phases objectives.

	Objective
1	Ensure that the business value and cost of work packages and Transition Architectures is understood by key stakeholders
2	Ensure conformance with the Target Architecture by implementation projects
3	Ensure that the architecture development cycle is maintained
4	Ensure that the Architecture Governance Framework is executed

Which phase does each objective match?

- A. 1F-2G-3G-4H
- B. 1H-2F-3F-4G
- C. 1F-2G-3H-4H
- D. 1G-2H-3H-4F

Answer: B (LEAVE A REPLY)

According to the TOGAF Standard, Version 9.2, the ADM phases and their objectives are as follows1:

Preliminary Phase: To prepare and initiate the architecture development cycle, including defining the architecture framework, principles, and governance.

Phase A: Architecture Vision: To define the scope, vision, and stakeholders of the architecture initiative, and to obtain approval to proceed.

Phase B: Business Architecture: To describe the baseline and target business architecture, and to identify the gaps between them.

Phase C: Information Systems Architectures: To describe the baseline and target data and application architectures, and to identify the gaps between them.

Phase D: Technology Architecture: To describe the baseline and target technology architecture, and to identify the gaps between them.

Phase E: Opportunities and Solutions: To identify and evaluate the opportunities and solutions for implementing the target architecture, and to define the work packages and transition architectures.

Phase F: Migration Planning: To finalize the implementation and migration plan, and to ensure alignment with the enterprise portfolio and project management.

Phase G: Implementation Governance: To provide architecture oversight and guidance for the implementation projects, and to manage any architecture change requests.

Phase H: Architecture Change Management: To monitor the changes in the business and technology environment, and to assess the impact and performance of the architecture.

Requirements Management: To manage the architecture requirements throughout the ADM cycle, and to ensure alignment with the business requirements.

Based on the above definitions, we can match each objective with the corresponding phase as follows:

Objective 1: Ensure that the business value and cost of work packages and transition architectures is understood by key stakeholders. This objective is achieved in Phase H: Architecture Change Management, where the value realization and cost-benefit analysis of the architecture are performed².

Objective 2: Ensure conformance with the Target Architecture by implementation projects. This objective is achieved in Phase F: Migration Planning, where the conformance requirements and criteria for the implementation projects are defined³.

Objective 3: Ensure that the architecture development cycle is maintained. This objective is achieved in Phase F: Migration Planning, where the architecture roadmap and iteration cycle are maintained³.

Objective 4: Ensure that the Architecture Governance Framework is executed. This objective is achieved in Phase G: Implementation Governance, where the architecture governance processes and procedures are applied to the implementation projects⁴.

1: The TOGAF Standard, Version 9.2, Chapter 5: Architecture Development Method (ADM)

2: The TOGAF Standard, Version 9.2, Chapter 21: Architecture Change Management

3: The TOGAF Standard, Version 9.2, Chapter 20: Migration Planning

4: The TOGAF Standard, Version 9.2, Chapter 19: Implementation Governance

NEW QUESTION: 81

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 (LEAVE A REPLY)

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: 82

Consider the following ADM phases objectives.

Objective:

1. Develop the Target Data Architecture that enables the Business Architecture and the Architecture Vision

2. Develop the Target Business Architecture that describes how the enterprise needs to operate to achieve the business goals

3. Develop a high-level aspirational vision of the capabilities and business value to be delivered as a result of the proposed Enterprise Architecture

4. Identify candidate Architecture Roadmap components based upon gaps between the Baseline and Target Technology Architectures

Which phase does each objective match?

A. 1B-2D-3A-4C

B. 1C-2D-3B-4A

C. 1C-2B-3A-4D

D. 1A-2B-3C-4D

Answer: C (LEAVE A REPLY)

*Phase A: Architecture Vision

oDevelop a high-level aspirational vision of the capabilities and business value to be delivered as a result of the proposed Enterprise Architecture
oDefine the scope and boundaries of the architecture engagement
oIdentify the key stakeholders and their concerns and expectations
oDefine the Architecture Vision statement and the Architecture Definition Document
oObtain approval and commitment from the sponsors and stakeholders

*Phase B: Business Architecture

oDevelop the Target Business Architecture that describes how the enterprise needs to operate to achieve the business goals
oDefine the Baseline Business Architecture, if not available
oPerform a gap analysis between the Baseline and Target Business Architectures
oDefine candidate roadmap components for the Business Architecture
oResolve impacts across the Architecture Landscape

*Phase C: Information Systems Architecture

oDevelop the Target Data Architecture that enables the Business Architecture and the Architecture Vision
oDevelop the Target Application Architecture that supports the Business Architecture and the Architecture Vision
oDefine the Baseline Data and Application Architectures, if not available
oPerform a gap analysis between the Baseline and Target Data and Application Architectures
oDefine candidate roadmap components for the Information Systems Architecture
oResolve impacts across the Architecture Landscape

*Phase D: Technology Architecture

oDevelop the Target Technology Architecture that enables the Information Systems Architecture and the Architecture Vision
oDefine the Baseline Technology Architecture, if not available
oPerform a gap analysis between the Baseline and Target Technology Architectures
oIdentify candidate Architecture Roadmap components based upon gaps between the Baseline and Target Technology Architectures
oResolve impacts across the Architecture Landscape
Therefore, the correct matching of the objectives and the phases is:

*1C: Develop the Target Data Architecture that enables the Business Architecture and the Architecture Vision

*2B: Develop the Target Business Architecture that describes how the enterprise needs to operate to achieve the business goals

*3A: Develop a high-level aspirational vision of the capabilities and business value to be delivered as a result of the proposed Enterprise Architecture

*4D: Identify candidate Architecture Roadmap components based upon gaps between the Baseline and Target Technology Architectures
References: 1: The TOGAF Architecture Development Method

NEW QUESTION: 83

Which of the following describes the concept of an Enterprise Architecture Capability?

A. The ability to distinguish between different types of architectural assets that exist at different levels of abstraction in the enterprise.

B. The ability to follow general rules and guidelines that relate to Enterprise Architecture work and that enable decision-making.

C. The ability to develop, use, and sustain the architecture of a particular enterprise using architecture to govern change.

D. The ability to strike a balance between positive and negative outcomes resulting from the realization of opportunities.

Answer: C (LEAVE A REPLY)

Comprehensive and Detailed In-Depth Explanation from Expert in Enterprise Architecture, guiding in TOGAF and ArchiMate:

In TOGAF, an Enterprise Architecture Capability represents the organizational ability to effectively perform architecture work on an ongoing basis. It encompasses people, processes, governance, tools, and skills required to create and use architecture to guide enterprise change.

This capability enables the enterprise to:

- * Develop architectures across domains and scopes
- * Apply architecture consistently to guide strategy and execution
- * Govern change through architecture principles, standards, and compliance
- * Sustain architecture practices over time

Why Option C is correct:

- * Option C accurately reflects TOGAF's definition: the ability to develop, use, and sustain architecture as a means of governing enterprise change.

Why the other options are incorrect:

- * A describes the Enterprise Continuum, not capability.
- * B describes Architecture Principles, not the overall capability.
- * D describes risk management, not architecture capability.

Authoritative TOGAF References:

- * TOGAF Architecture Capability Framework
- * TOGAF Enterprise Architecture Definition
- * TOGAF Architecture Governance

NEW QUESTION: 84

Please read this scenario prior to answering the question

You are working as an Enterprise Architect within a healthcare and life science company. The company is a leading player in its industry, dedicated to transforming healthcare with new ideas and advancements. The company has multiple divisions that cover different aspects of the business.

The company's Enterprise Architecture (EA) department has been operating for several years and has mature, well-developed architecture governance and development processes following the TOGAF Standard. In addition to the EA program, the company has a number of management frameworks in use.

The Architecture Board includes representatives from each division of the company.

Many of the company's rivals have begun utilizing Artificial Intelligence (AI) in their operations, and the indications are that this will be transformative for healthcare delivery. This is something the EA department has been interested in for a while, and they had recently submitted an architecture Change Request which was approved. As a result, the CIO has approved a Request for Architecture Work to investigate the implementation of AI in the company.

Areas for evaluation include:

How can staff use AI daily in their current role?

How AI can enhance access to care for patients, and how to make that experience seamless?

How AI can offer new workplace platforms and tools to increase efficiency?

Some of the top managers are worried about a change in the way of working, and if it will achieve the goals.

Many are not confident that the company's risk management processes are adequate for a company-wide integration of generative AI.

There are also questions from staff about whether enough specific guidelines and policies have been put in place for responsible use of AI.

The Chief Information Officer (CIO) is the sponsor of the Enterprise Architecture program. The CIO has actively encouraged architecting with agility within the EA department as her preferred approach for projects.

The CIO wants to know how to address these concerns and reduce risks.

Refer to the scenario

You have been tasked with starting the architecture development. How do you begin?

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

- A.** You recommend that an analysis of the stakeholders is undertaken. This will allow the architects to define groups of partners (the stakeholders) who have common concerns and include development of a Stakeholder Map. The concerns and relevant views should then be defined for each group and recorded in the Architecture Vision document. To mitigate risk, you include a requirement that there be progressive development of the target architecture to ensure there is regular feedback.
- B.** You recommend that a Communications Plan be created to address the key stakeholders, that is the most powerful and influential partners. This plan should include a report that summarizes the key features of the architecture with respect to each location and reflects the stakeholders' requirements. You will check with each key stakeholder that their concerns are being addressed. Risk mitigation should be explicitly addressed as a component of the architecture being developed.
- C.** You recommend that models be created for the Draft Business, Data, Application, and Technology Architectures. These can be used to ensure that the system will be compliant with the local regulations for each division. Together with the problem description, and requirements, this ensures that all the necessary data and detail is addressed. A formal review should be held with the stakeholders to verify that their concerns have been properly addressed by the models.
- D.** You recommend creation of a set of business models that can be applied uniformly across all AI-related architecture projects. These should be developed in the portable format to ensure maximum portability across the many tools used in the firm. Each architecture should then be defined based on this fixed set of models. All concerned parties can then examine the models to ensure that their needs have been addressed.

Answer: A (LEAVE A REPLY)

Key aspects of the scenario:

Objective:

Integrating Artificial Intelligence (AI) into healthcare delivery, with a focus on improving patient care, enhancing workplace efficiency, and enabling seamless experiences.

Challenges:

Stakeholder concerns about risk management, adaptability to change, and ensuring alignment with regulations and policies.

Addressing the concerns of staff and top management about AI integration and achieving the desired goals.

CIO's Perspective:

Encouraging an agile approach to architecture development.

Addressing risks and ensuring stakeholder concerns are managed.

Areas for Evaluation:

AI usage by staff and impact on workflows.

Patient experience enhancement via AI.

New workplace platforms and tools powered by AI.

Option Analysis:

Option 1: Analysis of stakeholders and development of a Stakeholder Map Pros:

Stakeholder analysis is critical for identifying concerns, viewpoints, and requirements.

TOGAF emphasizes stakeholder engagement early in the process to mitigate risks and align expectations.

Developing a Stakeholder Map ensures clear alignment with their interests and creates a foundation for regular feedback loops.

Cons:

Does not explicitly address the creation of architecture models or policies upfront.

Option 2: Creation of a Communications Plan

Pros:

A communications plan fosters effective stakeholder engagement by addressing their concerns and ensuring transparent reporting. Risk mitigation as part of communication aligns with TOGAF's stakeholder management practices.

Cons:

This focuses more on communication mechanics rather than advancing architectural development directly.

Option 3: Models for Draft Business, Data, Application, and Technology Architectures Pros:

Aligns with the Architecture Development Method (ADM), ensuring compliance with requirements and regulations.

Helps formalize stakeholder feedback by verifying their concerns against tangible models.

Cons:

Developing detailed models early on may delay immediate resolution of stakeholder concerns and risk mitigation.

Option 4: Set of reusable business models for AI-related projects

Pros:

Standardized models ensure consistency and portability across the organization's AI-related efforts.

Cons:

Too narrow in focus for the initial architecture development phase; does not address risk management or stakeholder concerns adequately.

Recommended answer:

Option 1: You recommend that an analysis of the stakeholders is undertaken.

Reasoning:

The scenario highlights stakeholder concerns about risks, adaptability, and compliance. Addressing these concerns requires stakeholder analysis as the first step.

A Stakeholder Map aligns with TOGAF's emphasis on stakeholder engagement, providing a structured way to manage their concerns and expectations.

Identifying concerns early and integrating feedback into the Architecture Vision document ensures alignment with goals and smooth progress.

Option 1 sets the foundation for collaboration and risk management, making it the best fit for the current phase.

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