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NEW QUESTION: 1

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: (SHOW ANSWER)

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.

Reference:

- 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

NEW QUESTION: 2

What are the three levels of the Architecture Landscape?

- A. Segment, Enterprise Strategic, and Capability Architectures
- B. Baseline, Transition, and To-Be Architectures
- C. Gaps, Plateaus, and Target Architectures
- D. Transitional, Complete, and Incremental Architectures

Answer: ([SHOW ANSWER](#))

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

The Architecture Landscape in TOGAF describes the state of architectures across time and change. It provides a temporal view that allows enterprises to plan, govern, and manage transformation.

The three levels of the Architecture Landscape are:

Baseline Architecture - the current, "as-is" state of the enterprise

Transition Architectures - intermediate, planned states that move the enterprise from Baseline to Target

Target (To-Be) Architecture - the desired future state

Why Option B is correct:
These three levels represent TOGAF's standard classification of architecture states within the Architecture Landscape.

Why the other options are incorrect:

A . Segment, Enterprise Strategic, and Capability Architectures: These are architecture scopes, not landscape levels.

C . Gaps, Plateaus, and Target Architectures: Gaps and Plateaus are analysis constructs, not landscape levels.

D . Transitional, Complete, and Incremental Architectures: These are not TOGAF-defined landscape levels.

Authoritative TOGAF

Reference:

TOGAF Architecture Landscape

TOGAF Enterprise Continuum

NEW QUESTION: 3

Please read this scenario prior to answering the question

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

operating its own planning and production scheduling systems, as well as applications and control systems that drive the automated production line.

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

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

In response, the Architecture Board approved a Request for Architecture Work covering the investigations to determine if such an architecture transformation would lead to improvements in efficiency. You have been assigned to support the architecture team working on this project.

A well-known concern of the plant managers is about the security and reliability of driving their planning and production scheduling from a remote centralized system. Any chosen system would also need to support the current supply chain network consisting of local partners at each of the plants.

Refer to the scenario

You have been asked to explain how you will initiate the architecture project.

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

A. You would research vendor literature and conduct a series of briefings with vendors that are on the current approved supplier list. Based on the findings from the research, you would define a preliminary Architecture Vision including summary views, high-level requirements, and high-level definitions of the baseline and target environments from a business, information systems, and technology perspective. You would then use that to build consensus among the key stakeholders.

B. You would conduct a pilot project that will enable vendors to demonstrate potential off-the-shelf solutions that address the concerns of the stakeholders. Running a pilot project will save time and money later in the process. Based on the findings of that pilot project, a complete set of requirements can then be developed that will drive the evolution of the architecture. Once the requirements are completed, a formal stakeholder review should be held, and permission sought to proceed to develop the target architecture.

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

D. You would develop baseline and target Architectures for each of the manufacturing plants, ensuring that the views corresponding to selected viewpoints address key concerns of the stakeholders. A business case, together with performance metrics and measures should be defined to ensure the architecture meets the business needs. A consolidated gap analysis between the architectures will then validate the approach and determine the capability increments needed to achieve the target state.

Answer: C (LEAVE A REPLY)

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

This answer is based on the TOGAF standard, which recommends the following steps to initiate the architecture project¹:

Establish the architecture project

Identify stakeholders, concerns, and business requirements

Confirm and elaborate business goals, business drivers, and constraints Evaluate business capabilities

Assess readiness for business transformation Define scope Confirm and elaborate Architecture Principles, including business principles Develop Architecture Vision Define the Target Architecture value propositions and KPIs Identify the business transformation risks and mitigation activities Secure stakeholder and sponsor approval

The answer C covers most of these steps, by using the business scenarios technique to elicit and validate the business requirements, goals, drivers, and constraints, as well as the current and future states of the architecture². The answer C also uses stakeholder analysis to identify and engage the key stakeholders, and to address their concerns and expectations³. The answer C also generates high level definitions of the baseline and target architectures, which can be used to develop the Architecture Vision and the value propositions⁴.

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

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

Answer A focuses on researching vendor literature and conducting briefings with vendors, which is not the best way to understand the business needs and the current situation of the enterprise. Answer A also defines a preliminary Architecture Vision without involving the stakeholders or validating the requirements, which may lead to misalignment and lack of consensus.

Answer B conducts a pilot project that will enable vendors to demonstrate potential solutions, which is premature and costly at this stage of the architecture project. Answer B also does not address the stakeholder concerns or the current systems and integrations, which may result in gaps and risks. Answer B also develops the requirements after the pilot project, which may not reflect the actual business needs and goals.

Answer D develops baseline and target architectures for each of the manufacturing plants, which may not consider the enterprise-wide perspective and the potential benefits of a common ERP system. Answer D also does not involve the stakeholders or address their concerns, which may result in resistance and conflict. Answer D also does not define the business case or the performance metrics, which are essential for demonstrating the value and feasibility of the architecture.

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

NEW QUESTION: 4

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	Develop the Target Application Architecture that enables the Business Architecture and the Architecture Vision, in a way that addresses the Statement of Architecture Work and stakeholder concerns

Which phase does each objective match?

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

Answer: ([SHOW ANSWER](#))

The objectives listed in the question correspond to the objectives of different phases of the TOGAF ADM (Architecture Development Method), which is a method for developing and managing an enterprise architecture¹.

The ADM consists of nine phases, each with a specific purpose and output. The phases are¹:

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.

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

Objective 1: Develop the Target Data Architecture that enables the Business Architecture and the Architecture Vision. This objective is achieved in Phase C: Information Systems Architectures, where the data architecture is defined as a subset of the information systems architecture².

Objective 2: Develop the Target Business Architecture that describes how the enterprise needs to operate to achieve the business goals. This objective is achieved in Phase B: Business Architecture, where the business architecture is defined as a subset of the enterprise architecture³.

Objective 3: Develop a high-level aspirational vision of the capabilities and business value to be delivered as a result of the proposed Enterprise Architecture. This objective is achieved in Phase A: Architecture Vision, where the architecture vision is defined as a high-level description of the target architecture and its benefits⁴.

Objective 4: Develop the Target Application Architecture that enables the Business Architecture and the Architecture Vision, in a way that addresses the Statement of Architecture Work and stakeholder concerns. This objective is achieved in Phase C: Information Systems Architectures, where the application architecture is defined as a subset of the information systems architecture².

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

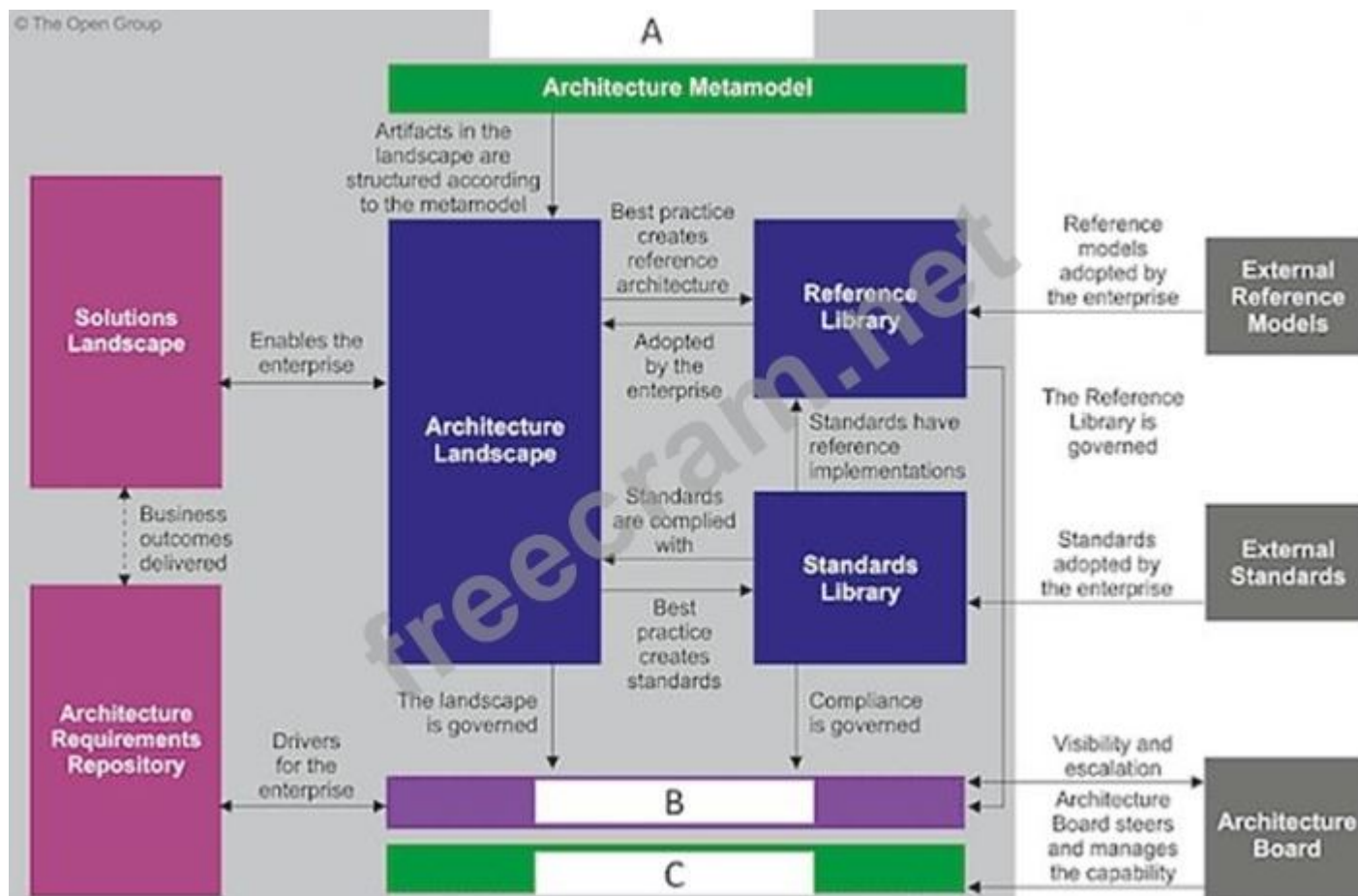
2: The TOGAF Standard, Version 9.2, Chapter 9: Phase C: Information Systems Architectures

3: The TOGAF Standard, Version 9.2, Chapter 8: Phase B: Business Architecture

4: The TOGAF Standard, Version 9.2, Chapter 7: Phase A: Architecture Vision

NEW QUESTION: 5

Exhibit:



Consider the illustration. What are the items labelled A, B, and C?

- A. A-Enterprise Repository, B-Governance Repository, C-Board Repository
- B. A-Architecture Repository, B-Governance Repository, C-Architecture Capability
- C. A-Architecture Repository, B-Governing Board, C-Enterprise Capability
- D. A-Enterprise Repository, B-Board repository, C-Enterprise Capability

Answer: ([SHOW ANSWER](#))

A-Architecture Repository: This is a part of the Architecture Metamodel that contains artifacts structured according to the metamodel. It includes the Architecture Landscape which is adopted by the enterprise and governed by certain standards and practices.

B-Governing Board: The Governing Board ensures visibility and escalation, meaning it oversees and manages the capability of the architecture landscape. It plays a crucial role in governance.

C-Enterprise Capability: This refers to how well an enterprise can execute its mission, meet business objectives or satisfy its stakeholders' needs and expectations. It's influenced by both internal factors (like resources, processes) and external ones (like market trends).

TOGAF Version 9.1, Chapter 34: 1

NEW QUESTION: 6

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.

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: ([SHOW ANSWER](#))

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: 7

Consider the following statements:

1. Each contracted party is required to act responsibly to the organization and its stakeholders.
2. All decisions taken, processes used, and their implementation will not be allowed to create unfair advantage to any one particular party.
3. Digital Transformation and operations will be more effective and efficient.
4. Strategic decision-making by C-Level executives and business leaders will be more effective.

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

- A. 1and2
- B. 2and3
- C. 3and4
- D. 1and4

Answer: ([SHOW ANSWER](#))

Architecture governance is the practice of ensuring compliance with the enterprise architecture and its principles, standards, and goals. Architecture governance provides the means to establish, monitor, and control the architecture development and implementation processes, and to resolve any issues or conflicts that may arise. Architecture governance also ensures that all stakeholders are represented and involved in the decision-making process, and that their interests and concerns are balanced and aligned. Statements 1 and 2 highlight the value and necessity for architecture governance to be adopted within organizations, as they emphasize the importance of responsibility, accountability, fairness, and transparency in the architectural activities. Statements 3 and 4 are more related to the benefits and outcomes of having a good enterprise architecture, rather than the governance aspect.

The TOGAF Standard, Version 9.2, Part VI: Architecture Capability Framework, Chapter 50: Architecture Governance : The TOGAF Standard, Version 9.2, Part III: ADM Guidelines and Techniques, Chapter 29: Architecture Governance

NEW QUESTION: 8

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

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: 9

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

- A. A method for developing and managing the lifecycle of an Enterprise Architecture
- B. A process for managing architecture requirements
- C. A process for managing and controlling change at an enterprise-wide level
- D. A process for creating an Architecture Repository

Answer: ([SHOW ANSWER](#))

NEW QUESTION: 10

Which section of the TOGAF template for Architecture Principles should highlight the business benefits of adhering to the principle?

- A. Rationale
- B. Name
- C. Implications
- D. Statement

Answer: ([SHOW ANSWER](#))

According to the TOGAF Standard, 10th Edition, the rationale section of the architecture principles template should highlight the business benefits of adhering to the principle, as well as the business risks of not adhering to it 1. The rationale section should explain the reasoning behind the principle, and provide evidence or arguments to support it. The rationale section should also link the principle to the business drivers, goals, and objectives of the enterprise, and show how the principle contributes to the value and success of the enterprise. The other options are not correct, as they have different purposes in the architecture principles template. The name section should provide a short and memorable name for the principle, such as "Information is an Asset" or "Business Continuity" 1. The statement section should provide a concise and formal statement of the principle, such as "The enterprise's information is recognized as a core asset, and is managed accordingly" or "The enterprise's ability to provide critical services and products must be maintained in the event of a disaster" 1. The implications section should identify the impact of the principle on the enterprise, such as the changes, costs, benefits, and risks that may result from applying or violating the principle 1.

NEW QUESTION: 11

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

NEW QUESTION: 12

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: 13

Consider the following descriptions of deliverables consumed and produced across the TOGAF ADM cycle.

1	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
2	A set of quantitative statements that outline what an implementation project must do in order to comply with the architecture.
3	A document that is sent from the sponsoring organization to the architecture organization to trigger the start of an architecture development cycle
4	The scope and approach that will be used to complete an architecture development cycle

Which deliverables match these descriptions?

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

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

The Request for Architecture Work is a deliverable that is sent from the sponsor and triggers the start of an architecture development cycle. It defines the scope, budget, schedule, and deliverables for a specific architecture project. The Statement of Architecture Work is a deliverable that is produced by the architect and defines the approach and resources needed to complete an architecture project. It forms the basis of a contractual agreement between the sponsor and the architecture organization. The Architecture Principles are a deliverable that is produced by the architect and defines the general rules and guidelines for the architecture work. They reflect the business principles, business goals, and business drivers of the

organization. The Architecture Requirements Specification is a deliverable that is produced by the architect and defines the requirements that govern the architecture work. It covers both functional and non-functional requirements as well as constraints and assumptions.

NEW QUESTION: 14

What is an objective of the ADM Implementation Governance Phase?

- A.** To provide continual monitoring of the governance framework
- B.** To establish the resources for architecture governance
- C.** To ensure conformance for the target architecture
- D.** To finalize the Implementation and Migration Plan

Answer: ([SHOW ANSWER](#))

The objective of the ADM Implementation Governance Phase is to provide an architectural oversight of the implementation and to ensure conformance for the target architecture. This phase involves establishing procedures and processes to monitor and control the implementation projects and to verify that they comply with the defined architecture. Reference: The TOGAF® Standard | The Open Group Website, Section 3.2.7 Phase G: Implementation Governance.

NEW QUESTION: 15

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: ([SHOW ANSWER](#))

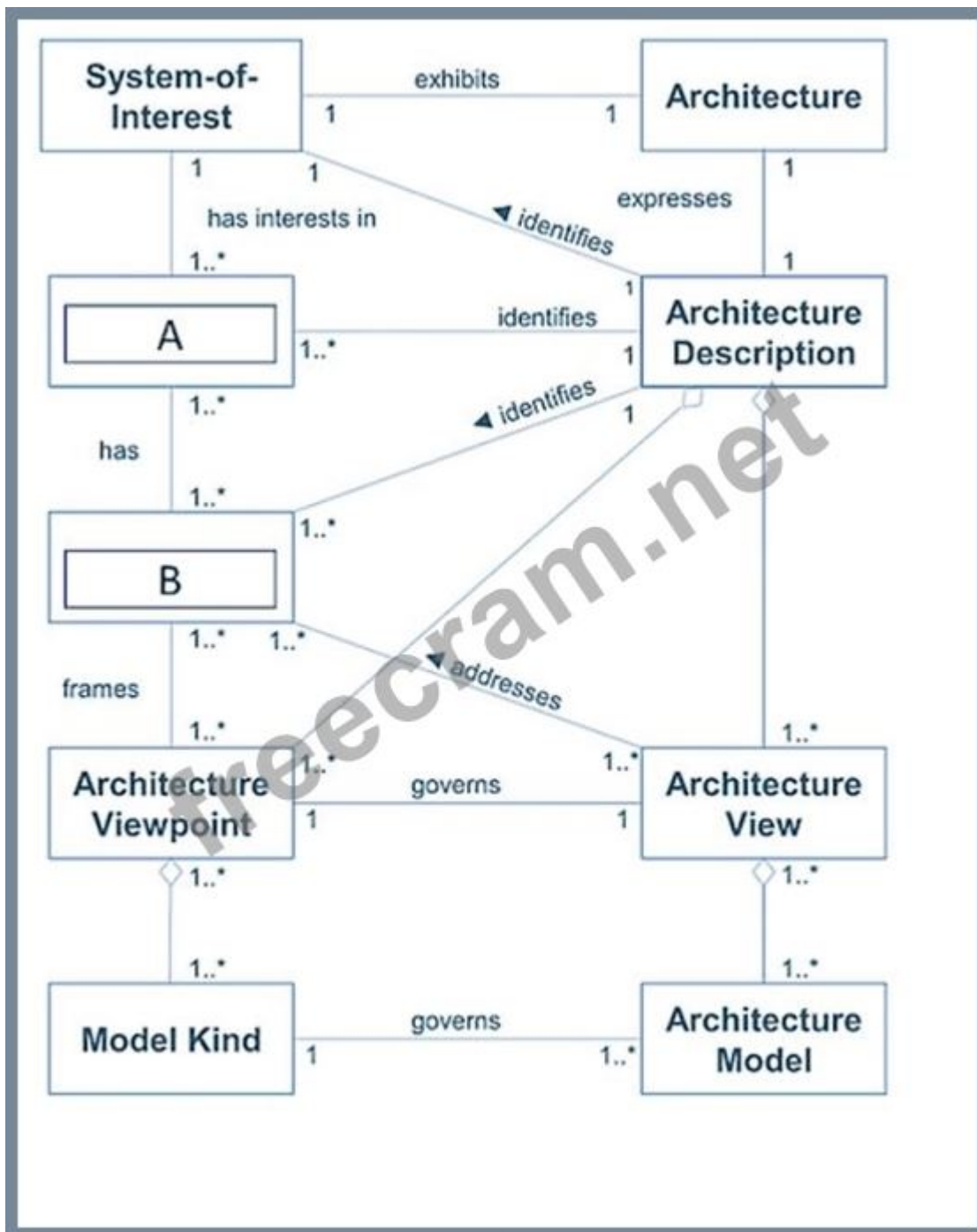
Statements 1 and 3 highlight the value and necessity for Architecture Governance to be adopted within organizations. Architecture Governance is the practice and orientation by which Enterprise Architectures and other architectures are managed and controlled at an enterprise-wide level¹². It ensures that 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.

Reference:

- * 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: 16

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.

Reference:

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

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NEW QUESTION: 17

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: ([SHOW ANSWER](#))

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: 18

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: ([SHOW ANSWER](#))

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, because^{2,3}:

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: 19

What is the purpose of the Preliminary Phase?

- A. Developing an Enterprise Architecture Capability.
- B. Describing the target architecture.
- C. Defining the Enterprise Strategy.
- D. Identifying the stakeholders and their requirements.

Answer: (SHOW ANSWER)

An Enterprise Architecture Capability is the ability of the organization to perform effective and efficient architecture work, including the definition, governance, and management of its architectures². The Preliminary Phase involves the following activities¹:

- * Reviewing the organizational context, scope, and drivers for conducting Enterprise Architecture
 - * Establishing the Architecture Capability desired by the organization, including the maturity level, roles, responsibilities, processes, and tools
 - * Defining and establishing the Organizational Model for Enterprise Architecture, which describes how the architecture function is organized and integrated within the enterprise
 - * Defining and establishing the Architecture Governance framework, which provides the mechanisms for ensuring the quality, consistency, and compliance of the architecture work
 - * Selecting and implementing the tools that support the Architecture Capability, such as repositories, modeling tools, and communication tools
 - * Defining the Architecture Principles that will guide and constrain the architecture work, based on the business principles, goals, and drivers of the organization
 - * Defining the Organization-Specific Architecture Framework, which is an adaptation of the generic TOGAF ADM to suit the specific requirements, standards, and practices of the organization
- The Preliminary Phase is essential for preparing the organization for the successful development and implementation of its architectures, as well as for ensuring the alignment of the architecture work with the business strategy and objectives¹.

NEW QUESTION: 20

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: 21

Full Scenario

You are employed as an Enterprise Architect within the Enterprise Architecture (EA) team at a clinical research and health technologies company. The company has multiple divisions. Your team works within the healthcare division.

The healthcare division is always creating new products and needs to show the effectiveness and safety of the products. This happens in a set of clinical trials that satisfy the legal requirements of the relevant health authorities. The clinical trials are undertaken by the division's research laboratories at multiple facilities worldwide. At any time, there are many clinical trials happening. In addition to internal research and development activities, the healthcare division is also involved in publicly funded research projects with industrial and academic partners.

Your team is working on an architecture project to develop a secure system that will allow the healthcare researchers to share information more easily about their clinical trials. It will make working together easier across the organization. This system will also allow secured collaboration with external partners.

The EA team uses the TOGAF Architecture Development Method with adaptations required to support healthcare production methods and laboratory procedures. 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 privacy and safety concerns.

The EA team has been instructed to minimize disruptions to the trials and to gradually introduce the new system.

The company has an established EA practice and has adopted the TOGAF standard for use in its architecture work. The EA practice is federated, which allows some interoperability and information sharing between the divisions yet permits partially independent activity. The Vice President of the healthcare division is the sponsor of the Enterprise Architecture activity for your EA team.

As part of introducing the new system, how would you go about breaking down the project into work packages?

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

- A.** Identify Solution Building Blocks needing development or procurement, eliminate duplicates, group with CRUD matrices, rank work packages, select cost-effective options, and schedule rollouts in Transition Architectures.
- B.** Create an Implementation Factor Catalog to indicate actions and constraints. Draw up a matrix with architecture domains and gaps. For each gap, classify solutions as new development, purchased, or existing product. Group similar activities into work packages, identify dependencies, and regroup them into Capability Increments scheduled across Transition Architectures.
- C.** Use a Consolidated Gaps, Solutions, and Dependencies Matrix as a planning tool; classify solutions, group similar ones, and regroup into Capability Increments documented in an Architecture Definition Increments Table.
- D.** Use Solution Building Blocks from a Consolidated Gaps, Solutions, and Dependencies Matrix and group into work packages, sequence them, and document rollout using a Transition Architecture State Evolution Table.

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

In TOGAF, the process of breaking down an initiative into work packages must be grounded in a structured evaluation of gaps, solutions, dependencies, constraints, and implementation factors. Option B precisely follows this guidance. It begins by producing an Implementation Factor Catalog, which is a TOGAF artifact used to record business, technical, regulatory, organizational, and risk considerations that influence implementation. This is especially relevant in the scenario because clinical trials operate under strict regulatory controls, highly sensitive data, and complex coordination across multiple research sites. Next, Option B calls for creating a gap matrix comparing baseline and target architectures across domains. For each gap, TOGAF requires classification of solution approaches: new development, purchased solution, or reuse of existing components. This aligns directly with the Solutions Continuum and the practice of forming Solution Building Blocks. Grouping similar activities into work packages is also textbook ADM practice, ensuring traceability from architecture gaps into actionable implementation components. Furthermore, Option B incorporates dependencies analysis and restructures work packages into Capability Increments, which is the TOGAF-recommended method for incremental delivery and Transition Architectures. This matches the scenario's requirement for gradual rollout to minimize disruption to ongoing clinical trials. Thus, Option B fully reflects the TOGAF standard for structured work package definition.

NEW QUESTION: 22

Which of the following best describes the need for the ADM process to be governed?

- A.** To enable development of reference architectures
- B.** To verify that the method is being applied correctly
- C.** To enable a fast response to market changes
- D.** To permit the architecture domains to be integrated

Answer: (SHOW ANSWER)

According to the TOGAF standard, the need for the ADM process to be governed is to ensure that the architecture development and implementation activities are conducted in a consistent, coherent, and compliant manner¹. Governance provides the means to verify that the method is being applied correctly and effectively, and that the architecture deliverables and artifacts meet the quality and standards criteria¹. Governance also enables the management of risks, issues, changes, and dependencies that may arise during the ADM process¹.

Some of the benefits of governing the ADM process are²:

- * Improved alignment of the architecture with the business strategy and objectives
- * Enhanced stakeholder engagement and communication
- * Increased reuse and integration of architecture assets and resources
- * Reduced complexity and duplication of architecture efforts
- * Increased agility and adaptability of the architecture to changing needs and requirements
- * Improved compliance and auditability of the architecture outcomes and outputs

NEW QUESTION: 23

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

NEW QUESTION: 24

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: 25

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 helps support 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: 26

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: ([SHOW ANSWER](#))

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: 27

Please read this scenario prior to answering the question

You have been appointed as senior architect working for an autonomous driving technology development company. The mission of the company is to build an industry leading unified technology and software platform to support connected cars and autonomous driving.

The company uses the TOGAF Standard as the basis for its Enterprise Architecture (EA) framework.

Architecture development within the company follows the purpose-based EA Capability model as described in the TOGAF Series Guide: A Practitioners' Approach to Developing Enterprise Architecture Following the TOGAF® ADM.

An architecture to support strategy has been completed defining a long-range Target Architecture with a roadmap spanning five years. This has identified the need for a portfolio of projects over the next two years. The portfolio includes development of travel assistance systems using swarm data from vehicles on the road.

The current phase of architecture development is focused on the Business Architecture which needs to support the core travel assistance services that the company plans to provide. The core services will manage and process the swarm data generated by vehicles, paving the way for autonomous driving in the future.

The presentation and access to different variations of data that the company plans to offer through its platform poses an architecture challenge. The application portfolio needs to interact securely with various third-party cloud services, and V2X (Vehicle-to-Everything) service providers in many countries to be able to manage the data at scale. The security of V2X is a key concern for the stakeholders. Regulators have stated that the user's privacy be always protected, for example, so that the drivers' journey cannot be tracked or reconstructed by compiling data sent or received by the car.

Refer to the scenario

You have been asked to describe the risk and security considerations you would include in the current phase of the architecture development?

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

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

Answer: (SHOW ANSWER)

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

each domain, the security policies for each domain, and the relationships and dependencies between the domains¹ Since the data is being shared across partners, a security federation is needed to establish a trust relationship and a common security framework among the different parties. A security federation is a collection of security domains that have agreed to interoperate under a set of shared security policies and standards. A security federation can enable secure data exchange and collaboration across organizational boundaries, while preserving the autonomy and privacy of each party. A security federation requires contractual arrangements, and a definition of the responsibility areas for the data exchanged, as well as security implications² A risk assessment is a process that identifies, analyzes, and evaluates the risks that may affect the architecture. A risk assessment can help to determine the likelihood and impact of the threats and vulnerabilities that may compromise the security and privacy of the data assets. A risk assessment can also help to prioritize and mitigate the risks, and to monitor and review the risk situation³ Therefore, the best answer is D, because it describes the risk and security considerations that would be included in the current phase of the architecture development, which is focused on the Business Architecture. The answer covers the security domain model, the security federation, and the risk assessment techniques that are relevant to the scenario.

1: The TOGAF Standard, Version 9.2, Part III: ADM Guidelines and Techniques, Chapter 35: Security Architecture and the ADM 2: The TOGAF Standard, Version 9.2, Part IV: Architecture Content Framework, Chapter 38: Security Architecture 3: The TOGAF Standard, Version 9.2, Part III: ADM Guidelines and Techniques, Chapter 32: Risk Management

NEW QUESTION: 28

Which of the following are the four purposes that typically frame the planning horizon, depth and breadth of an Architecture Project, and the contents of the EA Repository-?

- A.** General Foundational Subordinate and Superior Architecture
- B.** Segment, Capability. Enterprise and End-to-end Target Architecture
- C.** Avant-Garde Big-Bang, Discreet and Cohesive
- D.** Strategy Portfolio Project Solution Delivery

Answer: ([SHOW ANSWER](#))

Strategy Portfolio Project Solution Delivery are the four purposes that typically frame the planning horizon, depth and breadth of an Architecture Project, and the contents of the EA Repository. They correspond to different levels of abstraction and granularity in the architecture development process. Reference: The TOGAF® Standard, Version 9.2 - The Open Group, Section 2.4 Architecture Repository.

NEW QUESTION: 29

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: ([SHOW ANSWER](#))

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: 30

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: ([SHOW ANSWER](#))

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: 31

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: (SHOW ANSWER)

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

Reference

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).

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NEW QUESTION: 32

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: ([SHOW ANSWER](#))

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: 33

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

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

Answer: (SHOW ANSWER)

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

NEW QUESTION: 34

Which of the following is included as part of Architecture Governance?

- A. Ensuring compliance with internal and external standards and regulatory obligations
- B. Creating and maintaining the Statement of Architecture Work throughout the ADM cycle
- C. Managing Stakeholders and their requirements
- D. Interacting with the CxO level on Enterprise Architecture

Answer: (SHOW ANSWER)

Ensuring compliance with internal and external standards and regulatory obligations is one of the activities included as part of Architecture Governance. Architecture Governance is the practice and orientation by which enterprise architectures and other architectures are managed and controlled at an enterprise-wide level. It involves establishing processes, roles, responsibilities, policies, and standards to ensure that architectures are aligned with the enterprise's strategy and objectives, and meet the quality and performance requirements. Reference: The TOGAF® Standard | The Open Group Website, Section 3.3.6 Architecture Governance.

NEW QUESTION: 35

Complete the sentence A set of architecture principles that cover every situation perceived meets the recommended criteria of _____

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

Answer: ([SHOW ANSWER](#))

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

NEW QUESTION: 36

Which of the following best describes purpose of the Business Scenarios?

- A. To identify risk when implementing an architecture project
- B. To identify and understand requirements
- C. To catch errors in a project architecture early
- D. To guide decision making throughout the enterprise

Answer: ([SHOW ANSWER](#))

Business scenarios are a technique for capturing, clarifying, and communicating the functional and non-functional requirements of a system. Business scenarios describe the business environment, the actors involved, the desired outcomes, and the processes or rules that govern the behavior of the system. Business scenarios are useful for ensuring that the architecture addresses the real needs and concerns of the stakeholders, and for validating and testing the architecture against expected situations. Business scenarios are developed in Phase A: Architecture Vision of the ADM cycle, and refined and updated throughout the other phases³

NEW QUESTION: 37

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: 38

Consider the following statement:

According to the TOGAF Standard a governed approach of a particular deliverable will ensure a system of continuous monitoring to check integrity changes decision-making and audit of all architecture-related activities Which deliverable is being referred to?

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

Answer: ([SHOW ANSWER](#))

An Architecture Contract is a deliverable that specifies the responsibilities and obligations of the parties involved in the implementation and governance of an architecture. It ensures a system of continuous monitoring to check integrity changes decision-making and audit of all architecture-related activities.

Reference: The TOGAF® Standard | The Open Group Website, Section 3.3.4 Architecture Contracts.

NEW QUESTION: 39

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: ([SHOW ANSWER](#))

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.

NEW QUESTION: 40

Which of the following best describes the Standards Library?

- A. A repository area holding specifications to which architectures must conform
- B. A repository area holding processes to support governance of the Architecture Repository
- C. A repository area holding a record of the governance activity across the enterprise
- D. A repository area holding guidelines and templates used to create new architectures

Answer: ([SHOW ANSWER](#))

The Standards Library is an essential component of the TOGAF Architecture Repository. It contains specifications, standards, and guidelines that architectures must conform to in an enterprise. This repository area ensures consistency in architectural development and compliance with organizational and industry standards.

According to TOGAF 10, the Standards Library holds "specifications to which architectures must conform" (Section 41.6, The Architecture Repository).

It is used during architecture development to ensure compliance with enterprise-wide standards, industry best practices, and regulatory requirements.

The Architecture Governance Framework relies on the Standards Library to enforce compliance and establish governance checkpoints.

Incorrect Options:

Option A: Describes the Governance Log, not the Standards Library.

Option B: More relevant to the Governance Repository, which supports architecture governance processes.

Option C: Refers to the Reference Library, which provides templates and guidelines, not enforceable standards.

Reference:

TOGAF Standard, 10th Edition - Part VI: Architecture Capability Framework, Chapter 41 (The Architecture Repository).

NEW QUESTION: 41

Please read this scenario prior to answering the question

You are the Lead Enterprise Architect at a major agribusiness company. The company's main annual 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.

The CEO appreciates the seriousness of the situation and has set out a change in direction that is effectively a new business for the company. There are opportunities for new products, and new markets. The company will use the fields for another harvest and will cease to process third-party lentils. Thus, the target market will change, and the end-products will be different and more varied. This is a major decision and the CEO has stated a desire to repurpose rather than replace so as to manage the risks and limit the costs.

The company has a mature Enterprise Architecture practice based in its headquarters and uses the TOGAF standard as the method and guiding framework. The practice has an established Architecture Capability, and uses iteration for architecture development. The CIO is the sponsor of the activity.

The CIO has assigned the Enterprise Architecture team to this activity. At this stage there is no shared vision, or requirements.

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 the team focus on architecture definition, 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. You would ensure that the architecture development addresses non-functional requirements to assure that the target architecture is robust and secure.

B. 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.

C. You propose that the priority is to understand and bring structure to the definition of the change. The team should focus iteration cycles on a baseline first approach to architecture development, and then transition planning. This will identify what needs to change in order to transition from the baseline to the target, and can be used to work out in detail what the shared vision is for the change.

D. You propose that the team focus its iteration cycles on 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.

Answer: ([SHOW ANSWER](#))

Based on the TOGAF standard, this answer is the best approach for architecture development to realize the CEO's change in direction for the company. The reason is as follows:

The scenario describes a major business transformation that requires a clear understanding of the current and future states of the enterprise, as well as the gaps and opportunities for change. Therefore, the priority is to understand and bring structure to the definition of the change, rather than focusing on the implementation details or the technology aspects.

The team should use the TOGAF ADM as the method and guiding framework for architecture development, and adapt it to suit the specific needs and context of the enterprise. The team should also leverage the existing Architecture Capability and the Architecture Repository to reuse and integrate relevant architecture assets and resources.

The team should focus iteration cycles on a baseline first approach to architecture development, which means starting with the definition of the Baseline Architecture in each domain (Business, Data, Application, and Technology), and then defining the Target Architecture in each domain. This will help to identify the

current and desired states of the enterprise, and to perform a gap analysis to determine what needs to change in order to achieve the business goals and objectives.

The team should then focus on transition planning, which involves identifying and prioritizing the work packages, projects, and activities that will deliver the change. The team should also create an Architecture Roadmap and an Implementation and Migration Plan that will guide the execution and governance of the change.

The team should use the Architecture Vision phase and the Requirements Management phase to work out in detail what the shared vision is for the change, and to capture and validate the stakeholder requirements and expectations. The team should also use the Architecture Governance framework to ensure the quality, consistency, and compliance of the architecture work.

The TOGAF Standard, Version 9.2 - Architecture Development Method : The TOGAF Standard, Version 9.2 - Architecture Vision : The TOGAF Standard, Version 9.2 - Requirements Management : [The TOGAF Standard, Version 9.2 - Architecture Governance]

NEW QUESTION: 42

What is defined as the effect of uncertainty on objectives?

- A. Vulnerability
- B. Risk
- C. Continuity
- D. Threat

Answer: B (LEAVE A REPLY)

Risk is defined as the effect of uncertainty on objectives, according to the ISO 31000 standard, which provides principles and guidelines for risk management¹ Risk can be positive or negative, depending on whether the uncertainty affects the achievement or the failure of the objectives. Risk can also be expressed in terms of likelihood and impact, which indicate the probability and the consequence of the risk occurrence. Risk management is the coordinated activities to direct and control an organization with regard to risk. Risk management is an integral part of the TOGAF standard, as it helps to identify, assess, and treat the risks that may affect the architecture development and implementation²

NEW QUESTION: 43

Complete the sentence Business Transformation Readiness Assessment is_____.

- A. a joint effort between corporate staff lines of business and IT planners
- B. to ensure the active support of powerful stakeholders
- C. a way to put building blocks into context thereby supporting re-usable solutions
- D. widely used to validate an architecture that is being developed

Answer: (SHOW ANSWER)

Business Transformation Readiness Assessment is a joint effort between corporate staff lines of business and IT planners to evaluate the readiness of the organization to undergo change. It involves assessing factors such as vision, commitment, capacity, capability, culture, and motivation that may influence the success of a business transformation initiative. Reference: The TOGAF® Standard | The Open Group Website, Section 3.3.2 Business Transformation Readiness Assessment.

NEW QUESTION: 44

Consider the following descriptions of deliverables consumed and produced across the TOGAF ADM cycle.

General rules and guidelines, intended to be enduring and seldom amended, that inform and support the way in which an organization sets about fulfilling its mission

The joint agreements between development partners and sponsors on the deliverables, quality, and fitness-for-purpose of an architecture.

A document that is sent from the sponsoring organization to the architecture organization to trigger the start of an architecture development cycle

A set of quantitative statements that outline what an implementation project must do in order to comply with the architecture.

Which deliverables match these descriptions?

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

1 Architecture Contracts - 2 Architecture Requirements Specification - 3 Architecture Vision - 4 Architecture Principles

1 Architecture Requirements Specification -2 Architecture Principles - 3 Architecture Vision - 4 Architecture Contracts

Answer:

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

According to the TOGAF standard, the deliverables that match the descriptions are as follows:

1 Architecture Principles: These are general rules and guidelines, intended to be enduring and seldom amended, that inform and support the way in which an organization sets about fulfilling its mission¹. They reflect a level of consensus among the various elements of the enterprise, and form the basis for making future IT decisions¹.

2 Architecture Contracts: These are the joint agreements between development partners and sponsors on the deliverables, quality, and fitness-for-purpose of an architecture². They are used to ensure that the architecture is implemented and governed according to the agreed-upon specifications and standards².

3 Request for Architecture Work: This is a document that is sent from the sponsoring organization to the architecture organization to trigger the start of an architecture development cycle³. It defines the scope, schedule, budget, deliverables, and stakeholders of the architecture project³.

4 Architecture Requirements Specification: This is a set of quantitative statements that outline what an implementation project must do in order to comply with the architecture⁴. It defines the requirements for each architecture domain, as well as the relationships and dependencies among them⁴.

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

NEW QUESTION: 45

Scenario

You are working as an Enterprise Architect within a large manufacturing company. The company has multiple divisions located worldwide.

After a recent study, senior management is concerned about the impact of the company's multiple data centers and duplication of applications on business efficiency. To address this 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 application programs that are currently used in different divisions and putting them all onto a cloud-based solution instead.

Each division 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 architecture. It will likely take a few years to complete the whole implementation process.

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 divisions, with implementation governance assigned to a business line. In addition to providing guidance on using architecture frameworks, including business planning, project/portfolio management, and operations management, the EA program is sponsored by the Chief Information Officer (CIO).

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 applied as changes to the architecture without review.
- B.** You conduct a series of Compliance Assessments 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 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.
- C.** You examine how the Implementation and Migration Plan affects 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 assess 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 to prioritize the most progress of the architecture transformation. You confirm and plan a series of Transition Architecture phases using an Architecture Definition Increments Table. You document the lessons learned and generate the final Implementation and Migration Plan.

Answer: ([SHOW ANSWER](#))

Context of the Scenario

The organization is currently in the Migration Planning phase, which corresponds to Phase F of the TOGAF ADM (Architecture Development Method). The key activities for this phase involve:

Evaluating dependencies and impacts on other organizational frameworks.

Aligning the roadmap and migration plan with strategic objectives and available resources.

Addressing the risks of transitioning from the current architecture to the target architecture using a phased approach.

The deliverables (Architecture Roadmap, Capability Assessment, etc.) and assessments (Gap Analysis, Risk Assessment, Transformation Readiness) have already been developed. The next step is to refine and finalize the migration planning.

Option Analysis

Option A:

While updating the Architecture Definition Document could ensure alignment, this step was completed in earlier phases (B, C, D). At this stage, further changes to the architecture must go through a formal governance review, and applying lessons learned without review contradicts TOGAF principles.

Producing an Implementation Governance Model is more relevant in Phase G (Implementation Governance), not in Phase F.

Conclusion: Incorrect, as it suggests revisiting earlier steps and does not align with the current phase.

Option B:

Conducting Compliance Assessments ensures the architecture is implemented correctly, but this is a task for Phase G (Implementation Governance) after migration planning has been finalized and implementation begins.

Deployment of monitoring tools is also part of implementation and governance activities, not migration planning.

Conclusion: Incorrect, as it focuses on tasks belonging to a later phase.

Option C:

Examining how the Implementation and Migration Plan affects other organizational frameworks is critical in Phase F, as TOGAF emphasizes alignment with business planning, project/portfolio management, and operations management.

Assigning business value to each project ensures prioritization and optimal allocation of resources.

Updating the Architecture Roadmap and the Implementation and Migration Plan based on this analysis ensures strategic alignment and readiness for implementation.

Conclusion: Correct, as it addresses the key objectives of the Migration Planning phase comprehensively.

Option D:

Applying the Business Value Assessment Technique is valid for prioritizing initiatives but is a limited aspect of Migration Planning.

Planning Transition Architecture phases and documenting lessons learned are valid, but this does not address broader organizational impacts or dependencies as effectively as Option C.

Conclusion: Narrow focus; less comprehensive than Option C.

Reference to TOGAF

Phase F (Migration Planning): The focus is on aligning the migration plan with business objectives, considering organizational dependencies, and prioritizing projects (TOGAF 9.2, Chapter 12).

Architecture Roadmap and Implementation Plan: Updated to reflect changes in priorities and alignment with business frameworks (TOGAF 9.2, Section 12.4).

Framework Integration: Collaboration with other frameworks (e.g., business planning, portfolio management) ensures alignment across the organization (TOGAF 9.2, Section 6.5.2).

Business Value Assessment Technique: Used to prioritize initiatives based on return on investment and performance criteria (TOGAF 9.2, Section 24.4).

NEW QUESTION: 46

Which of the following does the TOGAF standard describe as a package of functionality defined to meet business needs across an organization?

- A. An application
- B. A building block
- C. A solution architecture
- D. A deliverable

Answer: ([SHOW ANSWER](#))

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NEW QUESTION: 47

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: ([SHOW ANSWER](#))

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 (RFAW)

- 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: 48

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: 49

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

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

Reference:

TOGAF Architecture Capability Framework

TOGAF ADM - Preliminary Phase

TOGAF Architecture Governance

NEW QUESTION: 50

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: ([SHOW ANSWER](#))

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: 51

Please read this scenario prior to answering the question

You are employed as 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 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.

The Chief Technology Officer (CTO) is the sponsor of the EA project. 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.

Refer to the scenario

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 business value and cost of continuity measures are understood by key stakeholders and would ensure that the company has in place up-to-date processes for managing change to the current Enterprise Architecture. You recommend that mitigation for a ransomware attack be addressed at the infrastructure level with specific technology controls. Changes should be made to the baseline description of the Technology Architecture. The changes should be approved by the Architecture Board and a change request approved.

B. You would hold 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 business continuity and 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 run an assessment to identify the business continuity requirements and analyze the current Enterprise Architecture for gaps. You would create a change request to start a further cycle of architecture work to address changes to mitigate such an attack. 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.

D. You would contact existing suppliers for technology that could enhance the company's capabilities to detect, react, and recover from an incident. You would perform an analysis and assessment of a simulated ransomware attack to evaluate the current Enterprise Architecture's resilience and recovery capabilities. 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: ([SHOW ANSWER](#))

The question asks:

"What steps would you take to strengthen the current architecture to improve data protection?" This requires understanding how TOGAF handles:

Business continuity requirements

Gap analysis in existing architecture

Architecture change requests

Triggering a new ADM cycle

Governance via the Architecture Board

Option C is the only answer that aligns correctly with TOGAF's formal Architecture Change Management process (ADM Phase H) and how to progress from identifying gaps to initiating a new cycle.

✓ Why Option C Is Correct

✓ 1. Starts with identifying business continuity requirements

TOGAF Phase A and Phase B require understanding business continuity and information security requirements as part of architecture development.

✓ 2. Analyzes the current architecture for gaps

Gap analysis is a required step in:

Phase B (Business Architecture)

Phase C (Data/Application Architecture)

Phase D (Technology Architecture)

It is also part of Architecture Change Management (Phase H) when examining existing threats or deficiencies.

✓ 3. Creates a Change Request

In TOGAF, if gaps or new risks require architectural enhancements, a formal Change Request is submitted. This is a mandatory TOGAF mechanism.

✓ 4. Architecture Board evaluates the Change Request

The Architecture Board approves major changes before a new cycle starts - exactly as described in option C.

✓ 5. Initiates a new ADM cycle with a RfAW

TOGAF explicitly states:

A new or major architecture change requires a Request for Architecture Work before beginning a new ADM cycle.

Option C follows this sequencing precisely:

Identify requirements → analyze gaps → issue change request → Architecture Board approval → create RfAW → start new ADM cycle.

This is textbook TOGAF.

✗ Why the Other Options Are Incorrect

A - Too narrow and focuses only on Technology Architecture

The problem spans business continuity, data protection, and enterprise-wide readiness - not just infrastructure.

Does not include gap analysis, stakeholder analysis, or initiating a formal ADM cycle.

Incorrectly reduces ransomware mitigation to technology controls.

B - Architecture Compliance Review is inappropriate here

A Compliance Review is used to:

Ensure implementation conforms to architecture

Not to:

Identify new risks

Strengthen the architecture

Conduct gap analysis

This option is misusing the review process.

D - Supplier-driven, not TOGAF-driven

Involves contacting suppliers prematurely - not aligned with TOGAF's architecture-first methodology.

Does not involve Architecture Board approval before pursuing solutions.

Jumps into solutioning before architectural approval.

Relevant TOGAF

Reference

Phase H: Architecture Change Management

Manage changes

Evaluate impacts

Generate change requests

Architecture Board Roles

Approves Change Requests

Governs new ADM cycles

Request for Architecture Work

Used to formally launch a new ADM cycle

NEW QUESTION: 52

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: ([SHOW ANSWER](#))

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: 53

Please read this scenario prior to answering the question

You are employed as an Enterprise Architect working within the Enterprise Architecture (EA) team at an electric vehicle manufacturer. The company focuses on designing, manufacturing, and advancing battery technology for sustainable transportation, while also investing in charging infrastructure, autonomous driving systems, and renewable energy integration.

The company is introducing a major change to its vehicle design over a five-year period. This will be a cross-functional effort between hardware and software teams, delivering significant new features in the vehicles they manufacture. It is planned to be developed in phases. An architecture to support strategy has been completed with a roadmap for a set of projects.

The EA team has taken over the architecture for the hardware and software automotive platform used by current vehicles, some of which will be used again in the new vehicle design. The EA team has started to pick which parts of the architecture to use again.

The presentation and access to different variations of data that the company plans to offer through its vehicles creates a design challenge. The application portfolio and supporting infrastructure must connect with multiple cloud services and data repositories in different countries to be able to handle the data at a large scale.

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 primary business services that the company plans to provide. These services will handle and use the data created by vehicles, preparing the way for self-driving vehicles in the future.

The company uses the TOGAF standard as the basis for its Enterprise Architecture framework. The EA team reports to the Chief Technical Officer (CTO), who is the sponsor of the EA program. The CTO requires that the EA team follow the purpose-based EA Capability model as described in the TOGAF Series Guide: A Practitioners' Approach to Developing Enterprise Architecture Following the TOGAF® ADM.

Refer to the scenario

How would you plan, organize, and manage the architecture development at this stage?

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

A. The superior architecture should be used to guide the approach. Review the identified projects, dependencies, and potential overlaps, then decide the order for starting the projects. Develop high-level architecture descriptions. For each project determine how much work is needed, identify reference architectures, and candidate building blocks. Identify the resource needs, considering cost and value. Document the different options, risks, and ways to control them to enable feasibility analysis and trade-off with the stakeholders.

B. Start an iteration of ADM Phase A, perform a Stakeholder Analysis, identifying the key stakeholders and revising the Architecture Vision. Update the Stakeholder map created for the strategic architecture, so it reflects the stakeholders who are now the most important for the projects that are to be developed. Hold a formal review with the CTO, who should decide which projects to include in the Architecture Roadmap and update the Implementation and Migration Plan to reflect the decisions.

C. Follow a standard pattern for cloud solutions that manage complex data, and which fits with the architecture to support strategy. Develop high-level Target Data, Application and Technology Architectures. Review the Architecture Vision to determine the level of detail, time, and scope of the ADM cycle phases required for architecture development for the project. Identify and estimate the cost of the main work packages. Create an Architecture Roadmap and request the Architecture Board to approve the roadmap. Start the project.

D. Architecture descriptions for the Application, Data, and Technology Architectures should be developed at a suitable level to address the problems, and to identify the different options. For each project this includes identification of candidate architecture and solution building blocks. Solution providers should be identified, a readiness assessment performed, and an assessment of the viability and fitness of the solution options. The results should be added to the draft Implementation and Migration plan.

Answer: ([SHOW ANSWER](#))

The scenario states that:

A strategic architecture and roadmap already exist.

Business Architecture is complete, so the work now shifts to Information Systems and Technology Architectures (ADM Phases B-D).

The CTO requires use of the purpose-based EA Capability model (from the TOGAF Series Guide: A Practitioner's Approach to Developing Enterprise Architecture Following the TOGAF ADM).

The EA team has to plan, organize, and manage the next stage of architecture development, including re-use of existing hardware/software platform components, candidate solutions, feasibility, risks, and prioritization.

Under the purpose-based EA approach, when moving from strategy into defining the next layers of architecture, TOGAF emphasizes:

Using the superior (already-approved) architecture to guide the next ADM cycles

- This corresponds to the strategic architecture that is already completed.

Analyzing project dependencies, overlaps, and sequencing

Defining high-level architecture descriptions for the next iteration

Identifying reference architectures and candidate building blocks (especially when reusing existing platform components) Assessing feasibility, value, cost, and risk for each project Preparing for stakeholder trade-offs before formalizing the roadmap These tasks map directly to Option A.

Why Option A is correct

Option A includes exactly what the purpose-based EA approach prescribes at this stage:

"The superior architecture should be used to guide the approach."

✓ Correct - strategic architecture guides the work.

"Review the identified projects, dependencies, and potential overlaps, then decide the order..."

✓ Correct - sequencing and dependency assessment are core early tasks in Phases B-D planning.

"Develop high-level architecture descriptions."

✓ Correct - Business Architecture is done; now high-level IS/Tech Architecture descriptions are needed.

"Identify reference architectures and candidate building blocks."

✓ Correct - aligns with TOGAF building-block approach, and specifically fits the scenario where existing platform components will be reused.

"Identify resource needs, considering cost and value."

✓ Correct - mandatory for feasibility and planning.

"Document options, risks, and ways to control them to enable feasibility analysis and trade-off with stakeholders."

✓ Correct - this matches ADM guidelines for preparing options and addressing complexity before deeper development.

This is precisely how TOGAF expects the architecture team to plan, organize, and manage an ADM cycle after strategy is set.

NEW QUESTION: 54

Which of the following describes how the Enterprise Continuum is used when developing an enterprise architecture?

- A. To identify and understand business requirements
- B. To coordinate with the other management frameworks in use
- C. To describe how an architecture addresses stakeholder concerns
- D. To classify architecture and solution assets

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

The Enterprise Continuum consists of two complementary concepts: the Architecture Continuum and the Solutions Continuum¹. The Architecture Continuum provides a consistent way to describe and understand the generic and reusable architecture building blocks, such as models, patterns, and standards, that can be applied and tailored to specific situations². The Solutions Continuum provides a consistent way to describe and understand the specific and implemented solution building blocks, such as products, services, and components, that realize the architecture building blocks³. The Enterprise Continuum enables the reuse and integration of architecture and solution assets across different levels of abstraction, scope, and detail, ranging from foundation architectures to organization-specific architectures¹.

The Enterprise Continuum is used when developing an enterprise architecture to support the following activities¹:

- * Selecting relevant architecture and solution assets from the Architecture Repository or other sources, based on the business drivers, goals, and requirements
- * Adapting and customizing the architecture and solution assets to suit the specific needs and context of the enterprise
- * Defining and developing the target architecture and the architecture roadmap, based on the gaps and opportunities identified between the baseline and the target states
- * Defining and developing the implementation and migration plan, based on the architecture roadmap and the solution building blocks

* Governing and managing the architecture and solution assets throughout the architecture lifecycle, ensuring their quality, consistency, and compliance

NEW QUESTION: 55

Which of the following best describes the Standards Library?

- A.** A repository area holding a record of the governance activity across the enterprise
- B.** A repository area holding processes to support governance of the Architecture Repository
- C.** A repository area holding guidelines and templates used to create new architectures
- D.** A repository area holding specifications to which architectures must conform

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

The Standards Library is an essential component of the TOGAF Architecture Repository. It contains specifications, standards, and guidelines that architectures must conform to in an enterprise. This repository area ensures consistency in architectural development and compliance with organizational and industry standards.

* According to TOGAF 10, the Standards Library holds "specifications to which architectures must conform" (Section 41.6, The Architecture Repository).

* It is used during architecture development to ensure compliance with enterprise-wide standards, industry best practices, and regulatory requirements.

* The Architecture Governance Framework relies on the Standards Library to enforce compliance and establish governance checkpoints.

Incorrect Options:

* Option A: Describes the Governance Log, not the Standards Library.

* Option B: More relevant to the Governance Repository, which supports architecture governance processes.

* Option C: Refers to the Reference Library, which provides templates and guidelines, not enforceable standards.

Reference:

TOGAF Standard, 10th Edition - Part VI: Architecture Capability Framework, Chapter 41 (The Architecture Repository).

NEW QUESTION: 56

What provides context for architecture work, by describing the needs and ways of working employed by the enterprise?

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

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

Business principles business goals, and business drivers provide context for architecture work, by describing the needs and ways of working employed by the enterprise. They define what the enterprise

wants to achieve, how it wants to operate, and what factors influence its decisions and actions. Reference: The TOGAF® Standard | The Open Group Website, Section 3.2 Preliminary Phase.

NEW QUESTION: 57

Please read this scenario prior to answering the question

You are working as Chief Enterprise Architect at a large Internet company. The company has many divisions, ranging from cloud to logistics. The company has grown rapidly, expanding from initially selling physical books and media to a range of services including an online marketplace, live-streaming, eBooks, and cloud services.

Overall management of the numerous divisions has become challenging. Recent high-profile projects have overrun on budget and under delivered, damaging the company's reputation, and adversely impacting its share price. There is a widely held view within the executive management that the organization structure has played a major role in these project failures.

The company has an established Enterprise Architecture program based on the TOGAF standard, sponsored jointly by the Chief Executive Officer (CEO) and Chief Information Officer (CIO). The CEO has decided that the company needs to reorganize its divisions around artificial intelligence and machine learning with a focus on automation. The CEO has worked with the Enterprise Architects to create a strategic architecture for the reorganization, including an Architecture Vision, together with definitions for the four domain architectures. This sets out an ambitious vision of the future of the company over a three-year period. This includes a set of work packages and includes three distinct transformations.

The CIO has made it clear that prior to the approval of the detailed Implementation and Migration plan, the EA team will need to assess the risks associated with the proposed architecture. He has received concerns from key stakeholders across the company that the proposed reorganization may be too ambitious and there is doubt whether it can produce sufficient value to warrant the risks.

Refer to the scenario

You have been asked to recommend an approach to satisfy these concerns. Based on the TOGAF Standard, which of the following is the best answer?

A. The Enterprise Architects should evaluate the organization's readiness to undergo change. This will allow the risks associated with the transformations to be identified, classified, and mitigated for. This should include identifying dependencies between the set of changes, including gaps and work packages. It will also identify improvement actions to be worked into the Implementation and Migration Plan. The business value, effort, and risk associated for each transformation should be determined.

B. The Enterprise Architects should bring together information about potential approaches and produce several alternative target transition architectures. They should 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.

C. Establishing interoperability in alignment with the corporate operating model will ensure risks are minimized. The Enterprise Architects should apply an interoperability analysis to evaluate any potential issues across the architecture. This should include the development of a matrix showing the interoperability

requirements. These can then be included within the transformation strategy embedded in the target transition architectures. The Enterprise Architects should then finalize the Architecture Roadmap and the Implementation and Migration Plan.

D. Before preparing the detailed Implementation and Migration plan, the Enterprise Architects should review and consolidate the gap analysis results from Phases B to This will identify the transformations required to achieve the proposed Target Architecture. The Enterprise Architects should then assess the readiness of the organization to undergo change and determine an overall direction to address and mitigate risks identified. The Transition Architecture should then be planned to use a state evolution table.

Answer: ([SHOW ANSWER](#))

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

NEW QUESTION: 58

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: 59

Please read this scenario prior to answering the question

You are employed as an Enterprise Architect within a clinical research and health technologies company. The company is 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 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. 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. Many of the company's rivals have begun using 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 roles?

How can AI enhance access to care for patients, and how to make that experience seamless?

How can AI 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.

Refer to the scenario

You have been assigned to the architecture development and asked how to address the concerns and manage risk for the project. 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 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 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 all the stakeholders be identified, and a Communications Plan created to address the most powerful and influential stakeholders. This plan should include a report that summarizes the key features of the architecture with respect to each division 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 creation of a simple solution concept diagram to show how the stakeholders will be impacted, and the benefits to the firm. You would also create a benefits diagram showing the various opportunities from adoption of AI-based solutions. A meeting should be held with the main stakeholders to review the diagrams. They can then decide the priorities and sequencing decisions for the architecture development. Risk will be evaluated when defining the Architecture Roadmap.

D. You recommend that models be created for the Draft Business, Data, Application, and Technology Architectures. These can be used to minimize risk, and make sure that the system meets the local regulations for each division.

Together with the problem description, and requirements, these should be included in the Architecture Vision document. A formal review should be held with the stakeholders to verify that their concerns are included in the Architecture Vision.

Answer: (SHOW ANSWER)

In this scenario you are right at the start of an ADM cycle: a Request for Architecture Work has been approved to investigate AI, and there are strong stakeholder concerns and risk questions. According to the TOGAF standard, the correct place to start is Phase A: Architecture Vision, with a strong focus on stakeholder management and capturing their concerns and required views.

Option A is the only answer that correctly reflects this:

Stakeholder analysis & Stakeholder Map (Phase A core task)

TOGAF explicitly states that in Phase A you must:

Identify stakeholders

Analyze and group them by common concerns

Use a Stakeholder Map to understand their influence, interest, and required engagement Determine which views/viewpoints are needed to address their concerns in the architecture description coe.qualiware.com+1

Option A says:

"analysis of the stakeholders ... 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." This is exactly how TOGAF describes stakeholder management and views in Phase A:

Stakeholder Map to classify and prioritize stakeholders

Concerns and required views captured and traced

These elements feeding into the Architecture Vision deliverable Visual Paradigm TOGAF+1 Concerns, views, and Architecture Vision TOGAF emphasizes that architecture views are constructed to address specific stakeholder concerns; you do not just build generic models. opengroup.org+1 Option A explicitly links concerns → views → Architecture Vision, which aligns with TOGAF guidance for early phases.

Capturing this in the Architecture Vision provides a high-level, shared understanding of what the AI initiative is trying to achieve and how stakeholder issues (e.g., responsible AI, risk processes, change in way of working) will be addressed.

Risk management and "architecting with agility"

In the scenario, the CIO has encouraged architecting with agility. TOGAF is compatible with incremental and iterative development of the target architecture, especially when there is high uncertainty and risk.

conexiam.com Option A includes:

"a requirement that there be progressive development of the target architecture to ensure there is regular feedback." This "progressive development" and frequent feedback loop is exactly how you mitigate risk in an AI-heavy, change-sensitive initiative:

Frequent stakeholder feedback

Early validation of assumptions

Ability to adjust scope, constraints, and principles as risk and understanding evolve This directly addresses management's worry about the change in the way of working and whether risk management and

responsible AI policies are adequate: these become explicit stakeholder concerns and requirements that are iteratively refined.

Why the other options are weaker / not TOGAF-aligned as a starting point Option B Focuses mainly on a Communications Plan and powerful stakeholders.

While TOGAF does expect a stakeholder communications plan, it is derived from a proper stakeholder analysis and Stakeholder Map, not a substitute for it.

It also treats risk as a "component of the architecture" rather than something to be addressed early through stakeholder concerns, principles, and iteration.

Option C

Jumps straight to a solution concept diagram and benefits diagram and defers risk evaluation to when the Architecture Roadmap is defined (Phase E).

In TOGAF, risk and stakeholder concerns must be addressed already in Phase A and refined throughout, not postponed to roadmap development.

Option D

Proposes creating draft Business, Data, Application, and Technology models and putting them into the Architecture Vision.

This is too detailed for the starting point: Phase A is about high-level vision, not full draft core architecture models (those belong in Phases B, C, D).

It also doesn't emphasize Stakeholder Mapping and grouping by concerns, which is central to resolving the worries about way of working, risk, and responsible AI.

In summary, Option A is the best and TOGAF-consistent way to begin:

Start in Phase A: Architecture Vision

Perform stakeholder analysis and create a Stakeholder Map

Define stakeholder concerns and relevant views

Record them in the Architecture Vision

Add an explicit requirement for progressive (iterative) development of the target architecture for continuous feedback and risk mitigation

NEW QUESTION: 60

Consider the image showing basic architectural concepts.
What are items A and B?

- A. A-Architecture Viewpoint, B-Architecture View
- B. A-Architecture Board, B-Architecture Capability
- C. A-Candidate Architecture, B-Trade-off
- D. A-Requirement. B-Candidate Architecture

Answer: A (LEAVE A REPLY)

The image shows a diagram that illustrates the basic concepts of architecture description as defined by the ISO/IEC/IEEE 42010:2011 standard¹, which is also adopted by the TOGAF standard².

According to the ISO/IEC/IEEE 42010:2011 standard, an architecture description is a work product used to express an architecture, and it consists of one or more architecture views¹.

An architecture view is a representation of a system from the perspective of a related set of concerns, and it conforms to an architecture viewpoint¹.

An architecture viewpoint is a specification of the conventions for constructing and using an architecture view to address specific stakeholder concerns¹.

Therefore, the correct answer is option A, which identifies the items labeled as "A" and "B" in the image as an architecture viewpoint and an architecture view, respectively.

Reference:

1: ISO/IEC/IEEE 42010:2011 - Systems and software engineering - Architecture description¹

2: TOGAF Standard, Version 9.2 - Part IV: Architecture Content Framework - 31. Architectural Artifacts²

NEW QUESTION: 61

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. Operates the process of managing architecture requirements
- D. Provides architectural oversight for the implementation

Answer: (SHOW ANSWER)

Based on the illustration, the phase of the ADM labeled as item 2 is the Implementation Governance phase. This phase provides architectural oversight for the implementation. It ensures that the implementation project conforms to the architecture. It also provides a framework for monitoring and managing the implementation.

The Implementation Governance phase involves the following activities:

Finalizing the Architecture Roadmap and the supporting Implementation and Migration Plan
Assigning an Architecture Board to oversee the implementation
Establishing Architecture Contracts with the implementation partners
Reviewing and approving the implementation project plans and deliverables
Performing Architecture Compliance reviews to ensure alignment with the architecture
Performing Architecture Audit reviews to ensure quality and performance of the architecture
Resolving any architecture issues or change requests that arise during the implementation
Maintaining the architecture lifecycle and ensuring its continuity
The Implementation Governance phase is essential for ensuring that the architecture is realized as intended and that it delivers the expected business value and outcomes.

Implementation Governance

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NEW QUESTION: 62

Which of the following describes a purpose of Architecture Principles?

- A. To describe likely impacts resulting from successful deployment of the target architecture.
- B. To establish a common understanding of how to control the business in pursuit of strategic objectives
- C. To provide a better understanding about the enterprise's culture and values
- D. To form a contract between sponsoring organization and the enterprise architects

Answer: ([SHOW ANSWER](#))

Architecture Principles are general rules and guidelines that inform and support the way in which an organization sets about fulfilling its mission. They reflect a level of consensus among the various elements of the enterprise, and form the basis for making future IT decisions. One of the purposes of Architecture Principles is to establish a common understanding of how to control the business in pursuit of strategic objectives, by providing a framework for evaluating and agreeing on the changes that affect the enterprise's architecture.

NEW QUESTION: 63

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

- A. Determining the scope of an architecture compliance review
- B. Allocating resources for architecture projects
- C. Conducting assessments of the maturity level of architecture discipline within the organization
- D. Achieving consistency between sub-architectures

Answer: ([SHOW ANSWER](#))

One of the key responsibilities of an Architecture Board within the context of TOGAF is to achieve consistency between sub-architectures. This board is typically responsible for overseeing the development and maintenance of the enterprise architecture, ensuring that it aligns with the organization's overall strategy and objectives. They play a critical role in ensuring that all sub-architectures (like Business Architecture, Data Architecture, Application Architecture, and Technology Architecture) work together cohesively and support the overall enterprise architecture vision and strategy.

NEW QUESTION: 64

Which one of the following classes of information within the Architecture Repository would typically contain a list of the applications in use within the enterprise?

- A. Reference Library
- B. Architecture Metamodel
- C. Architecture Landscape
- D. Governance Log

Answer: ([SHOW ANSWER](#))

The Architecture Landscape is a class of information within the Architecture Repository that shows an architectural view of the building blocks that are in use within the organization today (the Baseline

Architecture), as well as those that are planned for the future (the Target Architecture). The Architecture Landscape typically contains a list of the applications in use within the enterprise, along with their relationships and dependencies, as well as other relevant architectural information. The Architecture Landscape helps to identify opportunities for re-use, consolidation, or retirement of existing applications, as well as gaps or overlaps in the current or future architecture.

The TOGAF Standard, Version 9.2, Part IV: Architecture Content Framework, Chapter 34: Architecture Landscape : The TOGAF Standard, Version 9.2, Part VI: Architecture Capability Framework, Chapter 47: Architecture Repository

NEW QUESTION: 65

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: (SHOW ANSWER)

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

Reference:

TOGAF ADM Phase F - Migration Planning

TOGAF Architecture Roadmap and Implementation and Migration Plan

NEW QUESTION: 66

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: 67

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: ([SHOW ANSWER](#))

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

Reference:

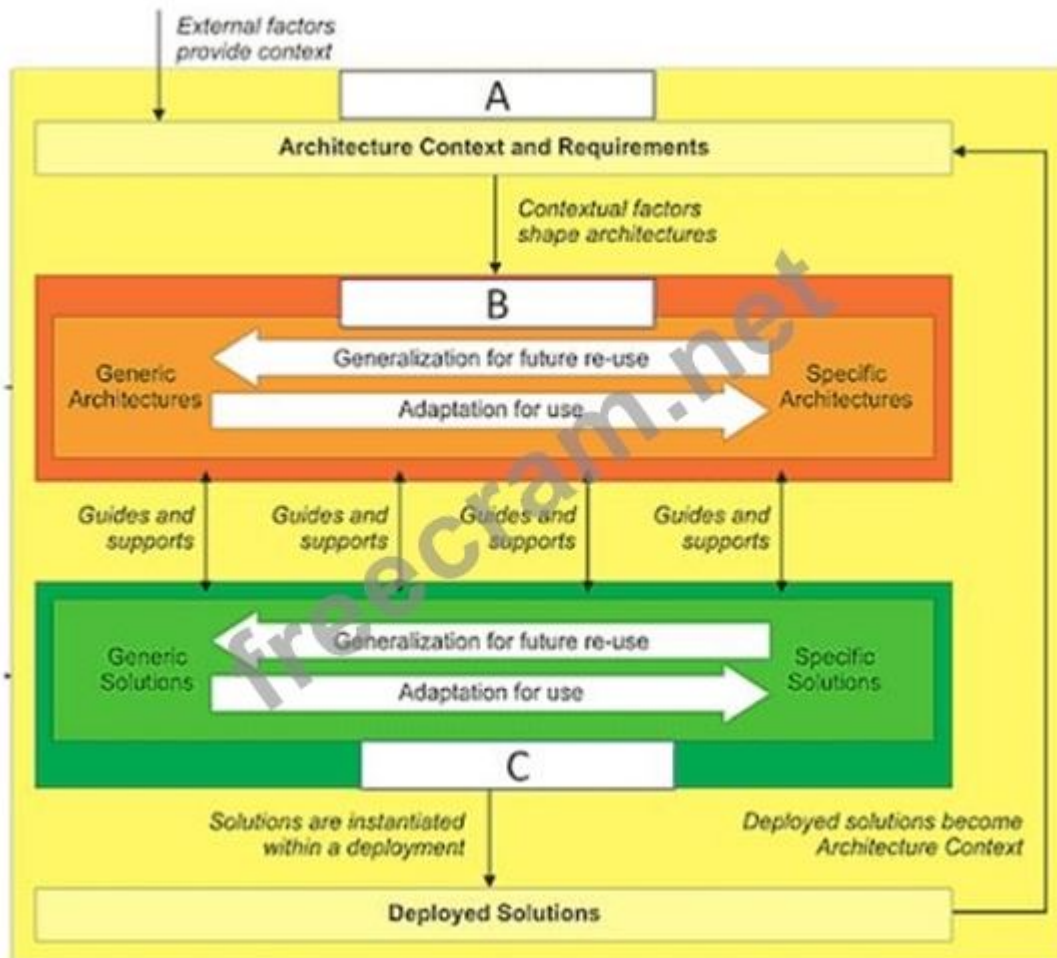
TOGAF Architecture Capability Framework

TOGAF Enterprise Architecture Definition

TOGAF Architecture Governance

NEW QUESTION: 68

Consider the illustration.



What are the items labelled A, B and C?

A. A-Enterprise Continuum, B-Architecture Continuum, C-Solutions Continuum

B. A-Enterprise Architecture, B-Architecture Building Blocks, C-Solutions Building Blocks

C. A-Architecture Vision, B-Business Architecture, C-Information Systems Architecture

D. A-Enterprise Strategic Architecture, B-Segment Architecture, C-Solutions Architecture

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

The illustration shows the relationship between the Enterprise Continuum, the Architecture Continuum, and the Solutions Continuum, which are key concepts in the TOGAF framework. The Enterprise Continuum is a view of the Architecture Repository that shows how generic foundation architectures can be leveraged and specialized to support the requirements of an individual organization. The Architecture Continuum specifies a structured classification for architectural artifacts, such as models, patterns, and descriptions, that can be reused and adapted across different domains and levels of abstraction. The Solutions Continuum identifies implemented solutions that support various stages of business and IT capability evolution, such as common systems, industry solutions, and organization-specific solutions. The illustration also shows how the architecture context and requirements are influenced by external factors, such as business drivers, stakeholders, and standards, and how they shape the generic and specific architectures and solutions. The illustration also shows how the deployed solutions become part of the architecture context for future iterations of the architecture development cycle.

Reference:

* TOGAF Standard, 10th Edition, Part II: Architecture Development Method, Chapter 6: Architecture Repository, Section 6.2 Enterprise Continuum.

* TOGAF Standard, 10th Edition, Part IV: Architecture Content Framework, Chapter 35: Enterprise Continuum and Tools, Section 35.1 Introduction.

NEW QUESTION: 69

Consider the following statement.

Projects may cycle between ADM phases, in planned cycles covering multiple phases.

What does it illustrate?

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

Answer: B (LEAVE A REPLY)

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

NEW QUESTION: 70

What is presented as "striking a balance between positive and negative outcomes resulting from the realization of either opportunities or threats?"

- A. Agile development
- B. Architecture Security
- C. Transition Management

D. Risk Management

Answer: ([SHOW ANSWER](#))

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: 71

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: ([SHOW ANSWER](#))

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: 72

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: ([SHOW ANSWER](#))

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: 73

Exhibit

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

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

Answer: (SHOW ANSWER)

The illustration shows an architecture development cycle based on the TOGAF ADM (Architecture Development Method), which is a method for developing and managing an enterprise architecture¹.

The ADM consists of nine phases, each with a specific purpose and output. The phases are:

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.

In addition to these phases, there is a central process called Requirements Management, which is labeled as item 1 in the illustration. This process operates throughout the ADM cycle, and its purpose is to manage the architecture requirements throughout the architecture development, ensuring that they are aligned with the business requirements and the stakeholder concerns².

Therefore, the description that matches the phase of the ADM labeled as item 1 is C. Operates the process of managing architecture requirements.

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

2: The TOGAF Standard, Version 9.2, Chapter 17: Requirements Management

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