

OGEA-103^{Q&As}

TOGAF Enterprise Architecture Combined Part 1 and Part 2

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QUESTION 1

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

- A. Phases G and H
- B. Phases F
- C. Phases B C and D
- D. Phase E

Correct Answer: D

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

QUESTION 2

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

Correct Answer: C

Explanation: 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.

QUESTION 3

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

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

D. generic architectures to Organization-Specific Architectures

Correct Answer: D

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

QUESTION 4

What are the four architecture domains that the TOGAF standard deals with?

- A. Business, Data, Application, Technology
- B. Capability, Segment, Enterprise, Federated
- C. Baseline, Candidate, Transition, Target
- D. Application, Data, Information, Knowledge

Correct Answer: A

The TOGAF standard divides Enterprise Architecture into four primary architecture domains: business, data, application, and technology. These domains represent different aspects of an enterprise and how they relate to each other. The business domain defines the business strategy, governance, organization, and key business processes. The data domain describes the structure of the logical and physical data assets and data management resources. The application domain provides a blueprint for the individual applications to be deployed, their interactions, and their relationships to the core business processes. The technology domain describes the logical software and hardware capabilities that are required to support the deployment of business, data, and application services. Other domains, such as motivation, security, or governance, may span across these four primary domains. References: The TOGAF Standard, Version 9.2 - Core Concepts Domains - The Open Group TOGAF Standard -- Introduction - Definitions - The Open Group The TOGAF Standard, Version 9.2 - Definitions - The Open Group TOGAF and the history of enterprise architecture | Enable Architect

QUESTION 5

Please read this scenario prior to answering the question

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

The company employees travel extensively for work and must communicate over public infrastructure using message encryption, VPNs, and other standard safeguards. The company has invested in cybersecurity awareness training for all its staff. However, it is recognized that even with good education as well as system security, there is a dependency on third-party suppliers of infrastructure and software.

The company uses the TOGAF standard as the method and guiding framework for its Enterprise Architecture (EA)

practice. The CTO is the sponsor of the activity.

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

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

Refer to the scenario

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

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

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

Correct Answer: A

Explanation: Business continuity is the ability of an organization to maintain essential functions during and after a disaster or disruption. Business continuity requirements are the specifications and criteria that define the acceptable level of performance and availability of the business processes and services in the event of a disaster or disruption. A gap analysis is a technique that compares the current state of the architecture with the desired state, and identifies the gaps or differences that need to be addressed. A change request is a formal proposal for an amendment to some product or system, such as the architecture. A Request for Architecture Work is a document that describes the scope, approach, and expected outcomes of an architecture project. The best answer is A, because it describes the steps that would improve the resilience of the current architecture, which is the ability to withstand and recover from a ransomware attack or any other disruption. The steps are: Determine the business continuity requirements, which specify the minimum acceptable level of performance and availability of the business processes and services in case of a ransomware attack. This would involve identifying the critical business functions, the recovery time objectives, the

recovery point objectives, and the dependencies and resources needed for recovery. Undertake a gap analysis of the current Enterprise Architecture, which compares the current state of the architecture with the desired state based on the business continuity requirements. This would involve assessing the strengths and weaknesses of the current architecture, the risks and opportunities for improvement, and the gaps or differences that need to be addressed. Make recommendations for change requirements to address the situation and create a change request. This would involve proposing solutions and alternatives to close the gaps, enhance the resilience, and mitigate the risks of the current architecture. The change request would document the rationale, scope, impact, and benefits of the proposed changes, and seek approval from the relevant stakeholders. Manage a meeting of the Architecture Board to assess and approve the change request. The Architecture Board is a governance body that oversees the architecture work and ensures compliance with the architecture principles, standards, and goals. The meeting would involve presenting the change request, discussing the pros and cons, resolving any issues or conflicts, and obtaining the approval or rejection of the change request. Once approved, produce a new Request for Architecture Work to activate an ADM cycle to carry out a project to define the change. The Request for Architecture Work would describe the scope, approach, and expected outcomes of the architecture project that would implement the approved change request. The Request for Architecture Work would initiate a new cycle of the Architecture Development Method (ADM), which is the core process of the TOGAF standard that guides the development and management of the enterprise architecture. References: 1: The TOGAF Standard, Version 9.2, Part III: ADM Guidelines and Techniques, Chapter 33: Business Scenarios 2: The TOGAF Standard, Version 9.2, Part III: ADM Guidelines and Techniques, Chapter 30: Gap Analysis 3: The TOGAF Standard, Version 9.2, Part III: ADM Guidelines and Techniques, Chapter 31: Architecture Change Management : The TOGAF Standard, Version 9.2, Part II: Architecture Development Method (ADM), Chapter 7: Request for Architecture Work : The TOGAF Standard, Version 9.2, Part III: ADM Guidelines and Techniques, Chapter 34: Business Transformation Readiness Assessment : The TOGAF Standard, Version 9.2, Part III: ADM Guidelines and Techniques, Chapter 30: Gap Analysis : The TOGAF Standard, Version 9.2, Part III: ADM Guidelines and Techniques, Chapter 31: Architecture Change Management : The TOGAF Standard, Version 9.2, Part VI: Architecture Capability Framework, Chapter 50: Architecture Governance : The TOGAF Standard, Version 9.2, Part II: Architecture Development Method (ADM), Chapter 7: Request for Architecture Work

QUESTION 6

Which of the following is the ability to develop use and sustain the architecture of a particular enterprise using architecture to govern change?

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

Correct Answer: A

Explanation: The ability to develop, use, and sustain the architecture of a particular enterprise using architecture to govern change is an EA Capability. An EA Capability is a set of skills, processes, roles, responsibilities, tools, and techniques that enable an enterprise to successfully develop and maintain its Enterprise Architecture and achieve its desired outcomes. An EA Capability is part of an enterprise's overall capability portfolio and should be aligned with its strategy and objectives. Reference: The TOGAF Standard | The Open Group Website, Section 3.2 Preliminary Phase.

QUESTION 7

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

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

Correct Answer: B

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

QUESTION 8

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

Correct Answer: A

Explanation: 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.

QUESTION 9

What is defined as the effect of uncertainty on objectives?

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

Correct Answer: B

Explanation: 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 References: 1: ISO 31000:2018, Risk management -- Guidelines, Clause 3.1 2: The TOGAF Standard, Version 9.2, Part III: ADM Guidelines and Techniques, Chapter 32: Risk Management

QUESTION 10

Please read this scenario prior to answering the question

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

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

business planning, project/portfolio management, and operations management. The EA program is sponsored by the CIO.

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

Each division has completed the Architecture Definition documentation to meet its own specific manufacturing requirements. The enterprise architects have defined a set of work packages that address the gaps identified. They have identified

the value produced, effort required, and dependencies between work packages to reach a target architecture that would integrate a new ERP environment into the company.

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

estimated to take several years.

Refer to the scenario

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

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

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

B. You place the Architecture Definition Document under configuration control. This will ensure that the architecture remains relevant and responsive to the needs of the enterprise. You would identify the development resources to

undertake the projects. You would then produce an Implementation Governance Model to manage the lessons learned prior to finalizing the plan. You recommend that lessons learned be applied as changes to the architecture without review.

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

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

Correct Answer: C

Explanation: The Business Value Assessment Technique is a technique that can be used to estimate and compare the business value of the projects and project increments that implement the architecture work packages, which are the sets

of actions or tasks that are required to implement a specific part of the architecture. The business value is the measure of the benefits or advantages that the project or project increment delivers to the business, such as increased revenue,

reduced costs, improved quality, or enhanced customer satisfaction¹

The steps for applying the Business Value Assessment Technique are:

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

work, and the stakeholder requirements and concerns that influence the architecture work.

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

and the trade-offs and preferences of the stakeholders.

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

impacts of the project or project increment on the business. Prioritize the implementation projects and project increments, based on the business value and other considerations, such as dependencies, resources, or risks. The prioritization

should determine the order or sequence of the projects and project increments, and the allocation and utilization of the resources. Therefore, the best answer is C, because it describes the next steps for the migration planning, which are the

activities that support the transition from the Baseline Architecture to the Target Architecture. The answer covers the Business Value Assessment Technique, which is relevant to the scenario.

References: 1: The TOGAF Standard, Version 9.2, Part III: ADM Guidelines and Techniques, Chapter 28: Business Value Assessment Technique : The TOGAF Standard, Version 9.2, Part II: Architecture Development Method (ADM),

Chapter 18: Phase A:

Architecture Vision : The TOGAF Standard, Version 9.2, Part II: Architecture Development Method (ADM), Chapter 21:
Phase F: Migration Planning : The TOGAF Standard, Version 9.2, Part IV: Architecture Content Framework, Chapter
36:

Building Blocks

QUESTION 11

Which of the following does the TOGAF standard define as the representation of a related set of concerns?

- A. Matrix
- B. Diagram
- C. Architecture view
- D. Catalog

Correct Answer: C

C is correct rest of the options are artifacts concerns are interests and the architecture view is all about the representation of stakeholder concerns

QUESTION 12

Please read this scenario prior to answering the question

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

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

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

Refer to the scenario

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

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

A. You propose that this engagement define the baseline Technology Architecture first in order to assess the current infrastructure capacity and capability for the company. Then the focus should be on transition planning and incremental architecture deployment. This will identify requirements to ensure that the projects are sequenced in an optimal fashion

so as to realize the change.

B. You propose that the team uses the architecture definition document and focus on architecture development starting simultaneously phases B, C and D. This is because the CEO has identified the need to change. This will ensure that the change can be defined in a structured manner and address the requirements needed to realize the change.

C. You propose that the team focus on architecture definition including development of business models, with emphasis on defining the change parameters to support this new business strategy that the CEO has identified. Once understood, the team will be in the best position to identify the requirements, drivers, issues, and constraints for the change.

D. You propose that the priority is to produce a new Request for Architecture Work leading to development of a new Architecture Vision. The trade-off method should be applied to identify and select an architecture satisfying the stakeholders. For an efficient change the EA team should be aligned with the organization's planning, budgeting, operational, and change processes.

Correct Answer: D

Explanation: A Request for Architecture Work is a document that describes the scope, approach, and expected outcomes of an architecture project. A Request for Architecture Work is usually initiated by the sponsor or client of the architecture work, and approved by the Architecture Board, which is a governance body that oversees the architecture work and ensures compliance with the architecture principles, standards, and goals. A Request for Architecture Work triggers a new cycle of the Architecture Development Method (ADM), which is the core process of the TOGAF standard that guides the development and management of the enterprise architecture¹² An Architecture Vision is a high-level description of the desired outcomes and benefits of the proposed architecture. An Architecture Vision is the output of Phase A: Architecture Vision of the ADM cycle, which is the first phase of the architecture development. An Architecture Vision defines the scope and approach of the architecture work, and establishes the business goals and drivers that motivate the architecture work. An Architecture Vision also involves obtaining the approval and commitment of the sponsors and other key stakeholders, and initiating the Architecture Governance process³ A trade-off analysis is a technique that can be used to evaluate and compare different architecture alternatives and select the most suitable one. A trade-off analysis involves identifying the criteria and factors that are relevant to the decision, such as costs, benefits, risks, and opportunities, and assessing the strengths and weaknesses of each alternative. A trade-off analysis also involves balancing and reconciling the multiple, often conflicting, requirements and concerns of the stakeholders, and ensuring alignment with the Architecture Vision and the Architecture Principles. Therefore, the best answer is D, because it proposes the best approach for architecture development to realize the CEO's change in direction for the company. The answer covers the Request for Architecture Work, the Architecture Vision, and the trade-off analysis techniques that are relevant to the scenario. References: 1: The TOGAF Standard, Version 9.2, Part II: Architecture Development Method (ADM), Chapter 7: Request for Architecture Work 2: The TOGAF Standard, Version 9.2, Part VI: Architecture Capability Framework, Chapter 50: Architecture Governance 3: The TOGAF Standard, Version 9.2, Part II: Architecture Development Method (ADM), Chapter 18: Phase A: Architecture Vision : The TOGAF Standard, Version 9.2, Part III: ADM Guidelines and Techniques, Chapter 30: Trade-Off Analysis

QUESTION 13

Which of the following statements about architecture partitioning are correct*?

- 1 Partitions are used to simplify the management of the Enterprise Architecture
- 2 Partitions are equivalent to architecture levels
- 3 Partitions enable different teams to work on different element of the architecture at the same time.
- 4 Partitions reflect the organization's structure

A. 2 and 3

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

Correct Answer: B

Explanation: Statements 1 and 3 about architecture partitioning are correct. Architecture partitioning is the technique of dividing an architecture into smaller and more manageable parts that can be developed, maintained, and governed independently. Partitions are used to simplify the management of the Enterprise Architecture and to enable different teams to work on different elements of the architecture at the same time. Partitions are not equivalent to architecture levels, which are different degrees of abstraction or detail in an architecture. Partitions do not necessarily reflect the organization's structure, which may change over time or differ from the architecture's scope and boundaries. Reference: The TOGAF Standard | The Open Group Website, Section 2.5 Architecture Partitioning.

QUESTION 14

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

Correct Answer: A

Explanation: 1F: To define an Implementation and Migration Strategy that will achieve an orderly transition from the Baseline to Target Architectures 2G: To perform appropriate governance functions while the solution is being implemented 3G: To ensure conformance with the Target Architecture by implementation projects 4H: To establish procedures for continual monitoring and assessment of the performance of the solution in operation Reference: The TOGAF Standard | The Open Group Website, Section 3.2 ADM Phases.

QUESTION 15

Consider the following statement.

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

Which deliverable does this refer to?

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

Correct Answer: C

Explanation: According to the TOGAF Standard, 10th Edition, an architecture contract is "a formal agreement between a service provider and a service consumer that defines the mutual commitments and expectations for the delivery of an architecture" 1. An architecture contract is a governed approach of a particular deliverable that will ensure adherence to the principles, standards, and requirements of the existing or developing architectures, as it specifies the roles, responsibilities, deliverables, quality criteria, and acceptance criteria for the architecture work 1. The other options are not correct, as they are not governed approaches of a particular deliverable, but rather different types of deliverables within the architecture development process. An architecture vision is "a high-level, aspirational view of the target architecture" 1. A statement of architecture work is "a document that defines the scope and approach that will be used to complete an architecture project" 1. An architecture definition document is "a document that describes the baseline and target architectures for one or more domains" 1. References: 1: TOGAF Standard, 10th Edition, Part I: Introduction, Chapter 3: Definitions.