

Exam Questions OGEA-103

TOGAF Enterprise Architecture Combined Part 1 and Part 2 Exam

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NEW QUESTION 1

- (Topic 1)

What is an objective of the ADM Implementation Governance Phase?

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

Answer: B

Explanation:

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 2

- (Topic 1)

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

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

Answer: B

Explanation:

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

NEW QUESTION 3

- (Topic 1)

Which of the following supports the need to govern Enterprise Architecture?

- A. The Architecture Project mandates the governance of the target architecture
- B. The TOGAF standard cannot be used without executive governance
- C. Best practice governance enables the organization to control value realization
- D. The Stakeholders preferences may go beyond the architecture project scope and needs control

Answer: C

Explanation:

This statement best supports the need to govern Enterprise Architecture. Best practice governance enables the organization to control value realization by ensuring that architectures are aligned with the enterprise's strategy and objectives, meet the quality and performance requirements, and deliver the expected benefits and outcomes. The Architecture Project does not mandate the governance of the target architecture, but rather follows the governance framework established by the enterprise. The TOGAF standard can be used without executive governance, but it is recommended that executive sponsorship and support are obtained for successful architecture development and transition. The Stakeholders preferences may go beyond the architecture project scope and need control, but this is not the primary reason for governing Enterprise Architecture. Reference: The TOGAF® Standard | The Open Group Website, Section 3.3.6 Architecture Governance.

NEW QUESTION 4

- (Topic 1)

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: D

Explanation:

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 5

- (Topic 1)

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

Answer: B

Explanation:

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

- The TOGAF Standard, Version 9.2 - Architecture Governance - The Open Group
- Architecture Governance - The Open Group
- Tutorial: Governance in TOGAF's Architecture Development Method (ADM)
- Architecture Governance in TOGAF: Ensuring Effective Management and Compliance
- The TOGAF Standard, Version 9.2 - Definitions - The Open Group
- [Architecture Governance in TOGAF: Ensuring Alignment and Control]

NEW QUESTION 6

- (Topic 1)

Which of the following best summarizes the purpose of Enterprise Architecture?

- A. Taking major improvement decisions.
- B. Guiding effective change.
- C. Controlling the bigger changes.
- D. Governing the Stakeholders.

Answer: B

Explanation:

EA applies architecture principles and practices to analyze, design, plan, and implement enterprise analysis that supports digital transformation, IT growth, and the modernization of IT2. EA also helps organizations improve the efficiency, timeliness, and reliability of business information, as well as the alignment, agility, and adaptability of the architecture to the changing needs and requirements3. Therefore, the best summary of the purpose of EA is to guide effective change.

References: 1: Enterprise architecture - Wikipedia 2: What is enterprise architecture? A framework for transformation 3: 3 The Purpose of Enterprise Architecture - The Open Group

NEW QUESTION 7

- (Topic 1)

What is present in all phases within the ADM and should be identified, classified and mitigated before starting a transformation effort?

- A. Budgetary constraints
- B. Risk
- C. Schedule constraints
- D. Information gaps

Answer: B

Explanation:

According to the TOGAF Standard, 10th Edition, risk is present in all phases within the Architecture Development Method (ADM), and it should be identified, classified, and mitigated before starting a transformation effort 1. Risk is defined as ??the effect of uncertainty on objectives?? 2, and it can have positive or negative impacts on the architecture project. Risk management is a technique that helps to assess and address the potential risks that may affect the achievement of the architecture objectives, and to balance the trade-offs between opportunities and threats. Risk management is applied throughout the ADM cycle, from the Preliminary Phase to the Requirements Management Phase, and it is integrated with other techniques, such as stakeholder management, business transformation readiness assessment, gap analysis, and migration planning 1. The other options are not correct, as they are not present in all phases within the ADM, and they are not necessarily identified, classified, and mitigated before starting a transformation effort. Budgetary constraints are the limitations on the financial resources available for the architecture project, and they are usually considered in Phase E: Opportunities and Solutions, and Phase F: Migration Planning 3. Schedule constraints are the limitations on the time available for the architecture project, and they are also usually considered in Phase E and F 3. Information gaps are the missing or incomplete data or knowledge that may affect the architecture project, and they are usually identified in Phase B: Business Architecture, Phase C: Information Systems Architecture, and Phase D: Technology Architecture . References: 1: TOGAF Standard, 10th Edition, Part III: ADM Guidelines and Techniques, Chapter 32: Risk Management. 2: TOGAF Standard, 10th Edition, Part I: Introduction, Chapter 3: Definitions. 3: TOGAF Standard, 10th Edition, Part II: Architecture Development Method, Chapter 16: Phase E: Opportunities and Solutions, and Chapter 17: PhaseF: Migration Planning. : TOGAF Standard, 10th Edition, Part II: Architecture Development Method, Chapter 13: Phase B: Business Architecture, Chapter 14: Phase C: Information Systems Architecture, and Chapter 15: Phase D: Technology Architecture.

NEW QUESTION 8

- (Topic 1)

Consider the following ADM phases objectives.

Objective:

- * 1. Develop the Target Data Architecture that enables the Business Architecture and the Architecture Vision
- * 2. Develop the Target Business Architecture that describes how the enterprise needs to operate to achieve the business goals
- * 3. Develop a high-level aspirational vision of the capabilities and business value to be delivered as a result of the proposed Enterprise Architecture
- * 4. Identify candidate Architecture Roadmap components based upon gaps between the Baseline and Target Technology Architectures Which phase does each objective match?

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

Answer: C

Explanation:

•Phase A: Architecture Vision

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

oDefine the scope and boundaries of the architecture engagement oldentify the key stakeholders and their concerns and expectations

oDefine the Architecture Vision statement and the Architecture Definition Document oObtain approval and commitment from the sponsors and stakeholders

•Phase B: Business Architecture

oDevelop the Target Business Architecture that describes how the enterprise needs to operate to achieve the business goals

oDefine the Baseline Business Architecture, if not available

oPerform a gap analysis between the Baseline and Target Business Architectures oDefine candidate roadmap components for the Business Architecture

oResolve impacts across the Architecture Landscape

•Phase C: Information Systems Architecture

oDevelop the Target Data Architecture that enables the Business Architecture and the Architecture Vision

oDevelop the Target Application Architecture that supports the Business Architecture and the Architecture Vision

oDefine the Baseline Data and Application Architectures, if not available oPerform a gap analysis between the Baseline and Target Data and Application Architectures

oDefine candidate roadmap components for the Information Systems Architecture oResolve impacts across the Architecture Landscape

•Phase D: Technology Architecture

oDevelop the Target Technology Architecture that enables the Information Systems Architecture and the Architecture Vision

oDefine the Baseline Technology Architecture, if not available

oPerform a gap analysis between the Baseline and Target Technology Architectures oldentify candidate Architecture Roadmap components based upon gaps between the

Baseline and Target Technology Architectures oResolve impacts across the Architecture Landscape

Therefore, the correct matching of the objectives and the phases is:

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

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

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

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

References: 1: The TOGAF Architecture Development Method

NEW QUESTION 9

- (Topic 1)

Which of the following best describes the purpose of the Architecture Requirements Specification?

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

Answer: B

Explanation:

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

- Deliverable: Architecture Requirements Specification - The Open Group
- Architecture Requirements Specification - Visual Paradigm Community Circle
- The TOGAF Standard, Version 9.2 - Definitions - The Open Group
- The TOGAF Standard, Version 9.2 - Architecture Requirements Specification - The Open Group

NEW QUESTION 10

- (Topic 1)

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: B

Explanation:

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 architecture³ References: 3: The TOGAF Standard, Version 9.2, Part III: ADM Guidelines and Techniques, Chapter 23: Architecture Principles : The TOGAF Standard, Version 9.2, Part IV: Architecture Content Framework, Chapter 31: Architecture Principles

NEW QUESTION 10

- (Topic 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

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 & Solutions.

NEW QUESTION 15

- (Topic 1)

Complete the sentence The purpose of Enterprise Architecture is to _____.

- A. take major improvement decisions
- B. control the bigger changes
- C. guide effective change
- D. govern the stakeholders

Answer: C

Explanation:

The purpose of Enterprise Architecture is to guide effective change by providing a coherent and consistent view of the enterprise's current and future state, as well as the roadmap and principles for achieving it. Enterprise Architecture helps to align business and IT strategies, optimize resources and investments, reduce complexity and risks, enhance agility and innovation, and deliver value to stakeholders. Reference: The TOGAF® Standard | The Open Group Website, Section 1.3 Executive Overview.

NEW QUESTION 16

- (Topic 1)

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

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

Answer: C

Explanation:

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

NEW QUESTION 20

- (Topic 1)

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: C

Explanation:

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 21

- (Topic 1)

Consider the following statement:

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

Which deliverable is being referred to?

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

Answer: A

Explanation:

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

NEW QUESTION 22

- (Topic 1)

Complete the following sentence:

Presenting different _____ and _____ to stakeholders helps architects to extract hidden agendas principles and requirements that could impact the final Target Architecture

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

Answer: C

Explanation:

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

NEW QUESTION 24

- (Topic 1)

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

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

Answer: D

Explanation:

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

The other options are incorrect because:

- Logical and Physical are not architecture domains, but rather levels of abstraction that can be applied to any domain. Logical architecture describes the functionality and behavior of the system, while physical architecture describes the implementation and deployment of the system³.
- Information and Data are not distinct architecture domains, but rather aspects of the same domain. Information architecture describes the meaning and context of the data, while data architecture describes the structure and format of the data⁴.
- Capability and Segment are not architecture domains, but rather levels of granularity that can be applied to any domain. Capability architecture describes the current and desired states of a specific business capability, while segment architecture describes a subdivision of the enterprise that has a clear business focus⁵.

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

NEW QUESTION 28

- (Topic 1)

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: D

Explanation:

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 33

- (Topic 1)

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

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

Answer: B

Explanation:

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

NEW QUESTION 36

- (Topic 1)

According to the TOGAF standard, what term describes an individual with an interest in a system?

- A. stakeholder
- B. consumer
- C. lead architect
- D. sponsor

Answer: A

Explanation:

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

Techniques, Chapter 24: Stakeholder Management.

NEW QUESTION 40

- (Topic 1)

Which section of the TOGAF template for Architecture Principles should highlight the requirements for carrying out the principle?

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

Answer: D

Explanation:

The Implications section describes the impact of adhering to the principle on the organization, the processes, the information systems, and the technology²³. It also identifies the changes, costs, and risks that may result from applying the principle²³. The Implications section helps to communicate the benefits and consequences of the principle to the stakeholders and to guide the implementation and governance of the architecture²³. The other sections of the TOGAF template for Architecture Principles are¹:

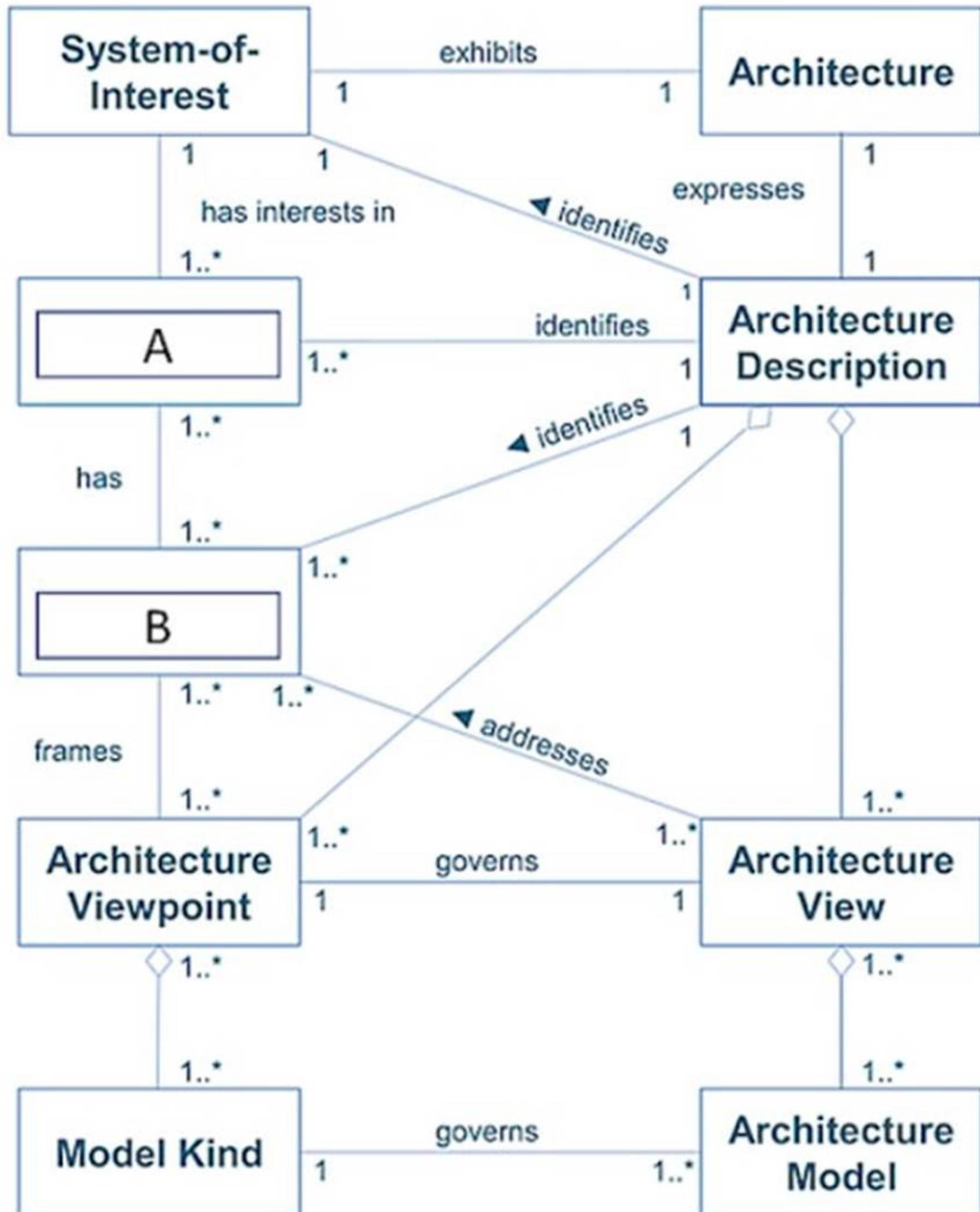
- Name: This section provides a short and memorable name for the principle that represents its essence and purpose²³. The name should not mention any specific technology or solution²³.
- Statement: This section provides a concise and formal definition of the principle that expresses the fundamental rule or constraint that the principle imposes²³. The statement should be clear, unambiguous, and testable²³.
- Rationale: This section provides the reasoning and justification for the principle, explaining why it is important and how it supports the business goals and drivers²³. The rationale should also link the principle to the higher-level enterprise or IT principles that it elaborates on²³.

References: 2: The TOGAF Standard, Version 9.2 - Architecture Principles 3: TOGAF 8.1.1 Online - Architecture Principles 1: Architecture Principles Template

NEW QUESTION 42

- (Topic 1)

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: C

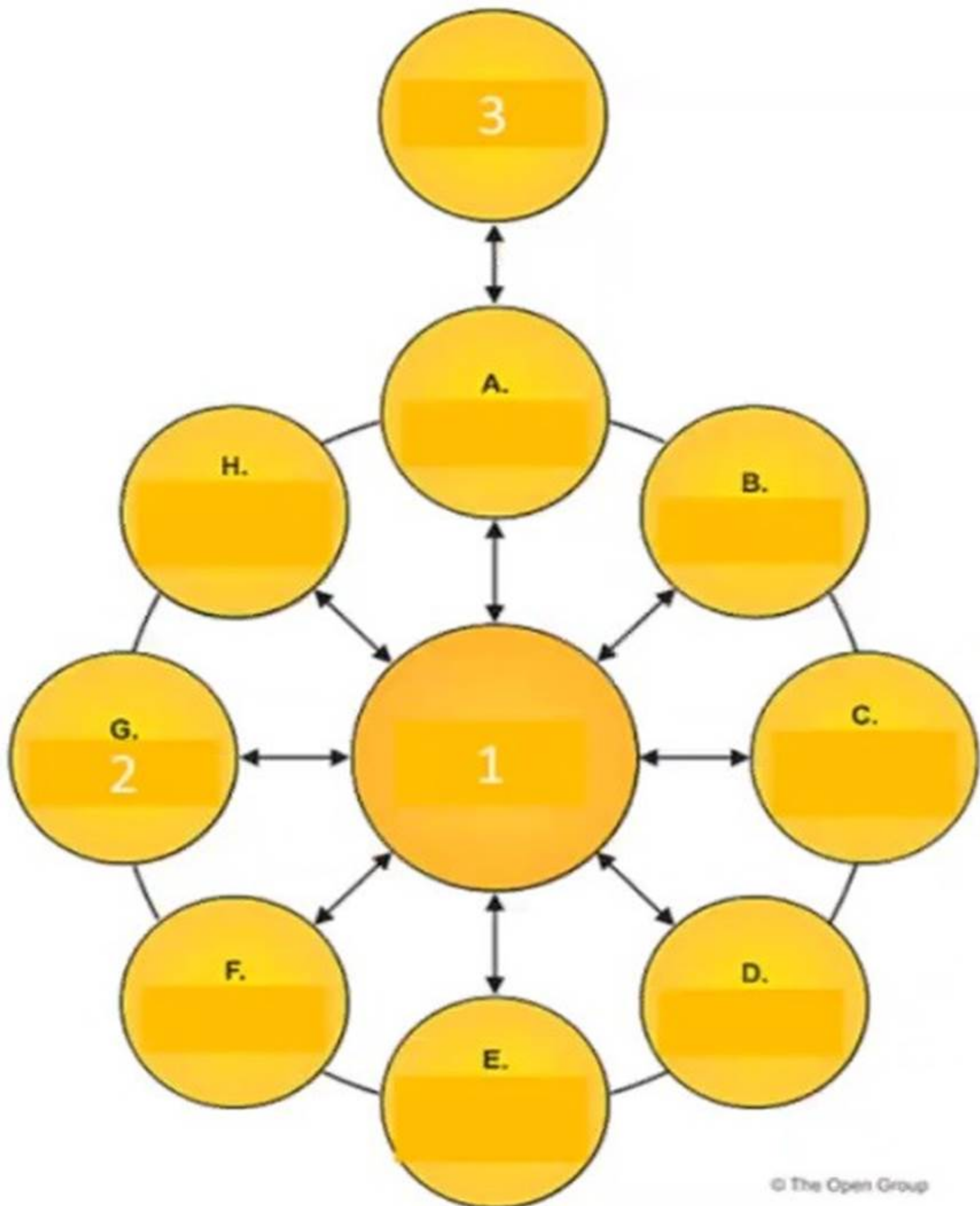
Explanation:

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 security. References:

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

NEW QUESTION 47

- (Topic 1)
 Exhibit



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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: D

Explanation:

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. References: : Implementation Governance

NEW QUESTION 48

- (Topic 1)

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

Answer: A

Explanation:

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. References: : 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 53

- (Topic 1)

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

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

Answer: D

Explanation:

The purpose of the Architecture Roadmap is to provide a high-level view of how the Baseline Architecture will transition to the Target Architecture over time. It lists work packages on a timeline showing progress towards the Target Architecture, as well as dependencies, risks, and benefits. The Architecture Roadmap forms part of the Implementation and Migration Plan and guides the execution of the architecture projects. References: <https://pubs.opengroup.org/architecture/togaf9-doc/arch/chap20.html>

NEW QUESTION 56

- (Topic 1)

What is an objective of the ADM Preliminary Phase?

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

Answer: B

Explanation:

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

NEW QUESTION 61

- (Topic 1)

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: B

Explanation:

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

References: 1: Architecture Governance 2: Architecture Governance Benefits

NEW QUESTION 63

- (Topic 2)

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
- B. Then the focus should be on transition planning and incremental architecture deployment
- C. This will identify requirements to ensure that the projects are sequenced in an optimal fashion so as to realize the change.
- D. You propose that the team uses the architecture definition document and focus on architecture development starting simultaneously phases B, C and
- E. This is because the CEO has identified the need to change
- F. This will ensure that the change can be defined in a structured manner and address the requirements needed to realize the change.
- G. 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
- H. Once understood, the team will be in the best position to identify the requirements, drivers, issues, and constraints for the change.
- I. You propose that the priority is to produce a new Request for Architecture Work leading to development of a new Architecture Vision
- J. The trade-off method should be applied to identify and select an architecture satisfying the stakeholder
- K. For an efficient change the EA team should be aligned with the organization's planning, budgeting, operational, and change processes.

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

NEW QUESTION 65

- (Topic 2)

Please read this scenario prior to answering the question

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

The healthcare division is developing a new vaccine, and has to demonstrate its effectiveness and safety in a set of clinical trials that satisfy the regulatory

requirements of the relevant health authorities. The clinical trials are undertaken by its research laboratories at multiple facilities worldwide. In addition to internal research and development activities, the healthcare division is also involved in publicly funded collaborative research projects with industrial and academic partners.

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

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

The Vice President for Worldwide Clinical Research is the sponsor of the Enterprise Architecture activity. She has stated that disruptions must be minimized for the clinical trials, and that the rollout must be undertaken incrementally.

Refer to the scenario

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

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

- A. You recommend that the Solution Building Blocks from a Consolidated Gaps, Solutions and Dependencies Matrix be grouped into a set of work package
- B. Using the matrix as a planning tool, regroup the work packages to account for dependence
- C. Sequence the work packages into the Capability Increments needed to achieve the Target Architecture, so that the implementation team can schedule the rollout one region at a time to minimize disruption
- D. Document the work packages for the Enterprise Architecture using a Transition Architecture State Evolution Table.
- E. You recommend that a Consolidated Gap
- F. Solutions and Dependencies Matrix is used as a planning tool for creating work package
- G. For each gap classify whether the solution is either a new development, purchased solution, or based on an existing product
- H. Group the similar solutions together to define the work package
- I. Regroup the work packages into a set of Capability Increments to transition to the Target Architecture considering the schedule for clinical trials, and document in an Architecture Definition Increments Table.
- J. You recommend that an Implementation Factor Catalog is drawn up to indicate actions and constraints
- K. A Consolidated Gap
- L. Solutions and Dependencies Matrix should also be created
- M. For each gap
- N. identify a proposed solution and classify it as new development, purchased solution, or based on an existing product
- O. Group similar activities together to form work package
- P. Identify dependencies between work packages factoring in the clinical trial schedule
- Q. Regroup the work packages into a set of Capability Increments scheduled into a series of Transition Architectures.
- R. You recommend that the set of required Solution Building Blocks be determined by identifying those which need to be developed and which need to be procured
- S. Eliminate any duplicates
- T. Group the remaining Solution Building Blocks together to create the work packages using a CRUD (create, read, update, delete) matrix
- . Rank the work packages and select the most cost-effective options for inclusion in a series of Transition Architectures
- . Schedule the roll out of the work packages to be sequential across the geographic regions.

Answer: B

Explanation:

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

The steps for creating work packages using this technique are:

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

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

? Identify dependencies between work packages, such as logical, temporal, or resource dependencies. Dependencies indicate the order or priority of the work packages, and the constraints or risks that may affect their implementation.

? Regroup the work packages into a set of Capability Increments to transition to the Target Architecture. Capability Increments should be defined based on the business value, effort, and risk associated with each work package, and the schedule and objectives of the clinical trials. Capability Increments should also be aligned with the Architecture Vision and the Architecture Principles.

? Document the work packages and the Capability Increments in an Architecture

Definition Increments Table, which shows the mapping between the work packages, the ABBs, the SBBs, and the Capability Increments. The table also shows the dependencies, assumptions, and issues related to each work package and Capability Increment.

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

References: 1: The TOGAF Standard, Version 9.2, Part III: ADM Guidelines and Techniques, Chapter 30: Gap Analysis 2: The TOGAF Standard, Version 9.2, Part IV: Architecture Content Framework, Chapter 36: Building Blocks 3: The TOGAF Standard, Version 9.2, Part III: ADM Guidelines and Techniques, Chapter 31: Architecture Change Management : The TOGAF Standard, Version 9.2, Part II: Architecture Development Method (ADM), Chapter 23: Phase E: Opportunities and Solutions : The TOGAF Standard, Version 9.2, Part II: Architecture Development Method (ADM), Chapter 21: Phase F: Migration Planning : The TOGAF Standard, Version 9.2, Part II: Architecture Development Method (ADM), Chapter 18: Phase A: Architecture Vision : The TOGAF Standard, Version 9.2, Part III: ADM Guidelines and Techniques, Chapter 23: Architecture Principles

NEW QUESTION 66

- (Topic 2)

Please read this scenario prior to answering the question

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

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

An architecture to support strategy has been completed defining a long-range Target Architecture with a roadmap spanning five years. This has identified the need for a portfolio of projects over the next 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
- B. This will describe the relationship with each part
- C. Digital certificates are a key part of the framework and will be used to create trust between parties
- D. You will monitor legal and regulatory changes across all the countries to keep the trust framework in compliance.
- E. You will perform a qualitative risk assessment for the data assets exchanged with partner
- F. This will deliver a set of priorities, high to medium to low, based on identified threats, the likelihood of occurrence, and the impact if it did occur
- G. Using the priorities, you would then develop a Business Risk Model which will detail the risk strategy including classifications to determine what mitigation is enough.
- H. You will focus on data quality as it is a key factor in risk management
- I. You will identify the datasets that need to be safeguarded
- J. For each dataset, you will assign ownership and responsibility for the quality of data needed
- K. A security classification will be defined and applied to each dataset
- L. The dataset owner will then be able to authorize processes that are trusted for a certain activity on the dataset under certain circumstances.
- M. You will create a security domain model so that assets with the same level can be managed under one security policy
- N. Since data is being shared across partners, you will establish a security federation to include the
- O. This would include contractual arrangements, and a definition of the responsibility areas for the data exchanged, as well as security implications
- P. You would undertake a risk assessment determining risks relevant to specific data assets.

Answer: D

Explanation:

A security domain model is a technique that can be used to define the security requirements and policies for the architecture. A security domain is a grouping of assets that share a common level of security and trust. A security policy is a set of rules and procedures that govern the access and protection of the assets within a security domain. A security domain model can help to identify the security domains, the 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. References: 1: The TOGAF Standard, Version 9.2, Part III: ADM Guidelines and Techniques, Chapter 35: Security Architecture and the ADM 2: The TOGAF Standard, Version 9.2, Part IV: Architecture Content Framework, Chapter 38: Security Architecture 3: The TOGAF Standard, Version 9.2, Part III: ADM Guidelines and Techniques, Chapter 32: Risk Management

NEW QUESTION 67

- (Topic 2)

Please read this scenario prior to answering the question

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

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

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

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

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

Refer to the scenario

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

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

- A. You would look outside the enterprise to research data models and application portfolios of leading big data businesses
- B. You would develop just enough applications, data, and technology architecture to identify options
- C. For each project this should include identification of candidate architecture and solution building blocks
- D. You will identify solution providers, perform a readiness assessment, and assess the viability and fitness of the solution options
- E. You will then document the draft Implementation and Migration plan.
- F. You would refer to the end-to-end Target Architecture for guidance and direction
- G. The first objective should be to identify projects, dependencies and synergies, then prioritize before initiating the project
- H. You will develop high-level architecture description
- I. For each project you would estimate effort size, identify reference architectures, and candidate building blocks
- J. You will identify the resource needs considering cost and value
- K. You will document options, risks, and controls to enable viability analysis and trade-off with the stakeholders.
- L. You will revisit ADM Phase
- M. Identifying the stakeholders and creating a new Architecture Vision

- N. You will update the Stakeholder map produced for the strategic architecture so it reflects the stakeholders who are now the most relevant to the projects that are to be developed.
- O. You would then ask the CTO to make some decisions about the Architecture Roadmap, and update the Implementation and Migration Plan to reflect the decisions.
- P. You will research leading data businesses, developing high-level Target Data, Application and Technology Architecture
- Q. You would review the Architecture Vision in order to estimate the level of detail, time, and breadth of the ADM cycle phases that will be needed to develop the architecture
- R. You will identify and cost major work packages, and then develop an Architecture Roadmap
- S. You would then seek approval by the Architecture Board and initiate the project.

Answer: B

Explanation:

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

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

? Refer to the end-to-end Target Architecture for guidance and direction. The end-to-

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

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

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

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

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

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

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

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

NEW QUESTION 68

- (Topic 2)

Please read this scenario prior to answering the question

You are the Chief Enterprise Architect at a large food service company specializing in sales to trade and wholesale, for example, restaurants and other food retailers.

One of your company's competitors has launched a revolutionary product range and is running a very aggressive marketing campaign. Your company's resellers are successively announcing that they are not interested in your company's products and will sell your competitor's.

The CEO has stated there must be significant change to address the situation. He has made it clear that new markets must be found for the company's products, and that the business needs to pivot, and address the retail market as well as the existing wholesale market.

A consideration is the company's ability and willingness to change its business model, and if it is a temporary or permanent change. An additional risk factor is one of culture. The company has been used to a stable business with a reasonably well known and settled client base - all with its own local understandings and practices.

The CEO is the sponsor of the EA program within the company. You have been engaged with the sales, logistics, production, and marketing teams, enabling the architecture activity to start. An Architecture Vision, Architecture Principles, and Requirements have all been agreed. As you move forward to develop a possible Target Architecture you have identified that some of the key stakeholders' preferences are incompatible. The incompatibilities are focused primarily on time-to-market, cost savings, and the need to bring out a fully featured product range, but there are additional factors.

Refer to the scenario

You have been asked how you will address the incompatibilities between key stakeholder preferences. Based on the TOGAF standard which of the following is the best answer?

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

Answer: C

Explanation:

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

? The TOGAF Standard, Version 9.2 - Phase B: Business Architecture - The Open Group

? The TOGAF Standard, Version 9.2 - Phase C: Information Systems Architectures - The Open Group

? [The TOGAF Standard, Version 9.2 - Phase D: Technology Architecture - The Open Group]

? [The TOGAF Standard, Version 9.2 - Phase E: Opportunities and Solutions - The Open Group]

? [The TOGAF Standard, Version 9.2 - Phase F: Migration Planning - The Open Group]

NEW QUESTION 72

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