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The Open Group  
OGEA-103 TOGAF Enterprise Architecture Combined Part 1 and Part 2 Exam 2

The Open Group OGEA-103 exam is an essential certification for anyone working in the field of enterprise architecture. By achieving this certification, professionals can demonstrate their expertise in the TOGAF framework and enhance their career prospects. OGEA-103 exam is challenging, but with the right preparation and study, candidates can achieve success and become certified TOGAF professionals.

## The Open Group TOGAF Enterprise Architecture Combined Part 1 and Part 2 Exam Sample Questions (Q34-Q39):

### NEW QUESTION # 34

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

**Answer: B**

Explanation:

Presenting different alternatives and trade-offs to stakeholders helps architects to extract hidden agendas principles and requirements that could impact the final Target Architecture. Alternatives are different ways of achieving a desired outcome, while trade-offs are compromises or sacrifices that must be made to choose one alternative over another. Reference: The TOGAF Standard | The Open Group Website, Section 3.3.1 Business Scenarios.

### NEW QUESTION # 35

Complete the sentence Business Transformation Readiness Assessment is \_\_\_\_\_.

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

**Answer: A**

Explanation:

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

### NEW QUESTION # 36

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

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## The Open Group TOGAF Enterprise Architecture Combined Part 1 and Part 2 Exam Sample Questions (Q143-Q148):

### NEW QUESTION # 143

In the ADM, what is the name for a document deliverable that has completed a review and is approved?

- A. version 0.9
- **B. final**
- C. ratified
- D. approved

**Answer: B**

Explanation:

Comprehensive and Detailed Explanation

In the TOGAF ADM, deliverables go through a lifecycle of development, review, approval, and usage.

TOGAF distinguishes between draft deliverables (work-in-progress) and final deliverables (those that have been formally reviewed and signed off).

\* Draft deliverables are produced as working versions of the required outputs in each ADM phase. These may carry version labels such as 0.1, 0.5, 0.9, etc., and are subject to stakeholder review and refinement.

\* Once the document has been reviewed and approved by the relevant stakeholders (e.g., Architecture Board, governance bodies), it becomes a final deliverable.

\* Final deliverables are baseline-controlled items and are formally stored in the Architecture Repository as an approved architecture artifact.

Thus, the correct term for a deliverable that has completed review and is approved is "final".

Why the other options are incorrect

\* B. Approved: While true in general language, TOGAF uses the formal term "final deliverable", not "approved deliverable."

\* C. Ratified: This term is not used in TOGAF to describe the state of a deliverable.

\* D. Version 0.9: This is a draft numbering convention, not the status of an approved deliverable.

References

\* The Open Group, TOGAF Standard, Version 9.2, Part II: ADM - description of deliverables, artifacts, and building blocks.

\* The Open Group, TOGAF 9 Certified Study Guide - explanation of draft vs. final deliverables in the ADM lifecycle.

### NEW QUESTION # 144

Consider the following ADM phases objectives.

□ Which phase does each objective match?

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

**Answer: B**

Explanation:

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

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

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

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

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

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

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

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

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

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

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

Objective 1: Ensure that the business value and cost of work packages and transition architectures is understood by key stakeholders. This objective is achieved in Phase H: Architecture Change Management, where the value realization and cost-benefit analysis of the architecture are performed<sup>2</sup>.

Objective 2: Ensure conformance with the Target Architecture by implementation projects. This objective is achieved in Phase F: Migration Planning, where the conformance requirements and criteria for the implementation projects are defined<sup>3</sup>.

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

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

References:

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

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

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

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

### NEW QUESTION # 145

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

- A. Requirements Management
- B. Architecture Principles
- C. Business Scenarios
- D. Gap Analysis

**Answer: C**

Explanation:

Business scenarios are a technique recommended by the TOGAF ADM for use in developing an Architecture Vision document<sup>12</sup>.

Business scenarios are a means of capturing the business requirements and drivers, the processes and actors involved, and the desired outcomes and measures of success<sup>34</sup>. Business scenarios help to create a common vision and understanding among the stakeholders, and to identify and validate the architecture requirements. Business scenarios also provide a basis for analyzing the impact and value of the proposed architecture.

Reference:

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

\* TOGAF® Standard - Introduction - Phase A: Architecture Vision

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

\* Business Scenarios - The Open Group

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

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

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

### NEW QUESTION # 146

Please read this scenario prior to answering the question

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

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

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

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

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

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

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

Refer to the scenario

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

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

- A. You would bring together information about potential approaches and produce several alternative target transition architectures. You would then investigate the different architecture alternatives and discuss these with stakeholders using the Architecture Alternatives and Trade-offs technique. Once the target architecture has been selected, it should be analyzed using a state evolution table to determine the Transition Architectures. A value realization process should then be established to ensure that the concerns raised are addressed.
- B. Before preparing the detailed Implementation and Migration plan, you would review and consolidate the gap analysis results from Phases B to D. This enables you to evaluate the implications related to potential solutions and inter-dependencies. It is used to identify the transformations required to achieve the proposed Target Architecture. You then assess the readiness of the organization to undergo change and determine an overall direction to reach that Target Architecture while addressing the risks identified. The Transition Architectures should be planned using a state evolution table.
- C. You would apply an analysis and assessment to evaluate the potential risks with the proposed new architecture. This includes the development of a matrix showing the organizational requirements. The degree of change should then be aligned with the corporate operating model to ensure risks are mitigated and minimized. The risk mitigations can then be included within each of the target Transition Architectures. You would then finalize the Architecture Roadmap and the Implementation and Migration Plan.
- D. You would assess how ready the organization is to change. This includes identification and classification of the risks associated with the transformations, together with an approach to mitigate the risks. This includes identifying dependencies between the set of changes, including gaps and work packages. It also identifies improvement actions to be worked into the Implementation and Migration Plan. The business value, effort, and risk associated for each transformation should then be identified and documented.

**Answer: D**

Explanation:

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

Option C aligns exactly with TOGAF guidance for this stage:

Why Option C is correct

1. It starts with assessing organizational readiness for change

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

Organizational capability

Cultural readiness

Skills and capacity

Sponsorship and governance

This is exactly what Option C describes:

"assess how ready the organization is to change."

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

2. It includes identification and classification of risks

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

Option C includes:

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

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

Dependencies between work packages

Gaps between baseline and target

Required actions to improve readiness

Work package sequencing

Option C states:

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

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

Option C states:

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

Why the other options are incorrect

A - Focuses on gap analysis only

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

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

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

Conclusion

Option C is the only answer that conducts:

Business transformation readiness assessment

Risk identification and mitigation

Dependencies, gaps, and work package analysis

Integration of risks and improvement actions into migration planning

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

## NEW QUESTION # 147

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

**Answer: C**

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.



