

# **OGEA-103 Exam Braindumps: TOGAF Enterprise Architecture Combined Part 1 and Part 2 Exam & OGEA-103 Questions and Answers**



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## **The Open Group TOGAF Enterprise Architecture Combined Part 1 and Part**

## 2 Exam Sample Questions (Q54-Q59):

### NEW QUESTION # 54

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 review the Stakeholder Map and ensure that you have addressed and represented the concerns of all department heads. You will involve them in resolving the incompatibilities. The Communications Plan should include a report that summarizes the key features of the architecture with and how incompatibilities were resolved to reflect the stakeholders' requirements. You will check with each key stakeholder they are satisfied with how the incompatibilities have been resolved.
- B. You recommend that since the CEO has stated that the company must pivot, it is better to compromise on a full product range rather than time-to-market. You would develop just enough of the Target Architecture to demonstrate fitness of the proposed approach. You would limit the description to just where there is a gap between the current baseline. You would seek approval by the stakeholders to move forward with developing the Target Architecture in detail.
- C. You would seek to understand value preferences and priorities of the stakeholders. You would develop alternative Target Architectures, highlighting the gaps between current state and the alternatives. You would consider combining features from one or more alternatives in collaboration with the stakeholders.

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

- D. You would use the Architecture Vision, Principles, and Requirements to define a set of criteria for alternatives and create a set of architecture views to illustrate the impact of the alternative Target Architectures. You would identify the impact on planned projects. You would understand the strengths and weaknesses of the alternatives. You would conduct a formal stakeholder review to decide which alternative to move forward with. You will determine the funding required.

### Answer: D

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 # 55

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

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

### Answer: C

Explanation:

According to the TOGAF Standard, Version 9.2, an architecture view is a representation of a system from the perspective of a related set of concerns<sup>1</sup>. It consists of one or more architecture models that demonstrate how the system addresses the stakeholder concerns<sup>1</sup>.

An architecture viewpoint is a specification of the conventions for constructing and using an architecture view to address specific stakeholder concerns<sup>1</sup>. It defines the perspective, scope, notation, and techniques for creating an architecture view of a system<sup>1</sup>. Architects can present architecture views and viewpoints to stakeholders to extract hidden agendas, principles, and requirements that could impact the final Target Architecture, because<sup>2,3</sup>:

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

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

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

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

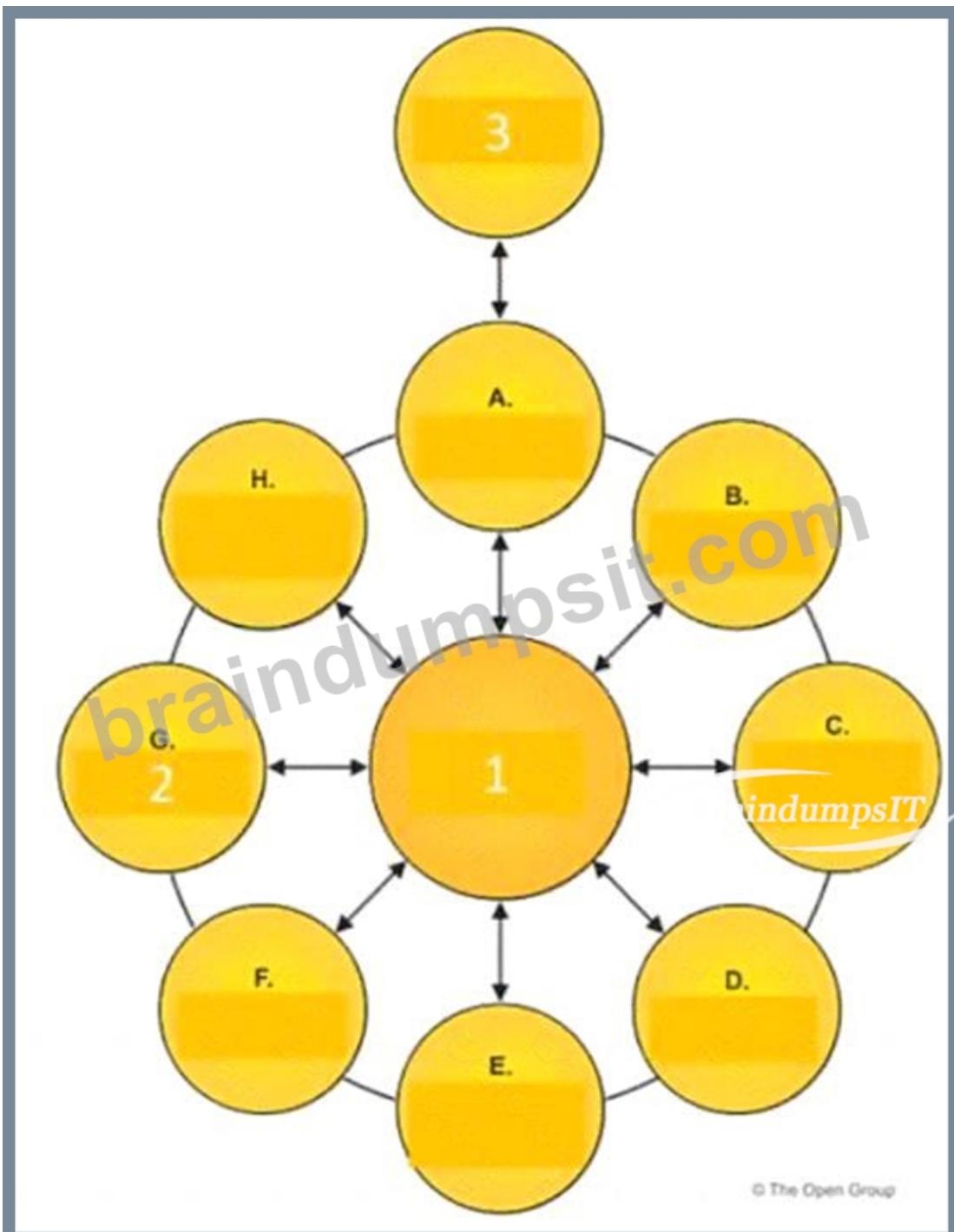
1: The TOGAF Standard, Version 9.2, Chapter 22: Architecture Views, Viewpoints, and Stakeholders

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

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

## NEW QUESTION # 56

Exhibit



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

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

**Answer: B**

**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 # 57

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

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

**Answer: D**

Explanation:

Explanation

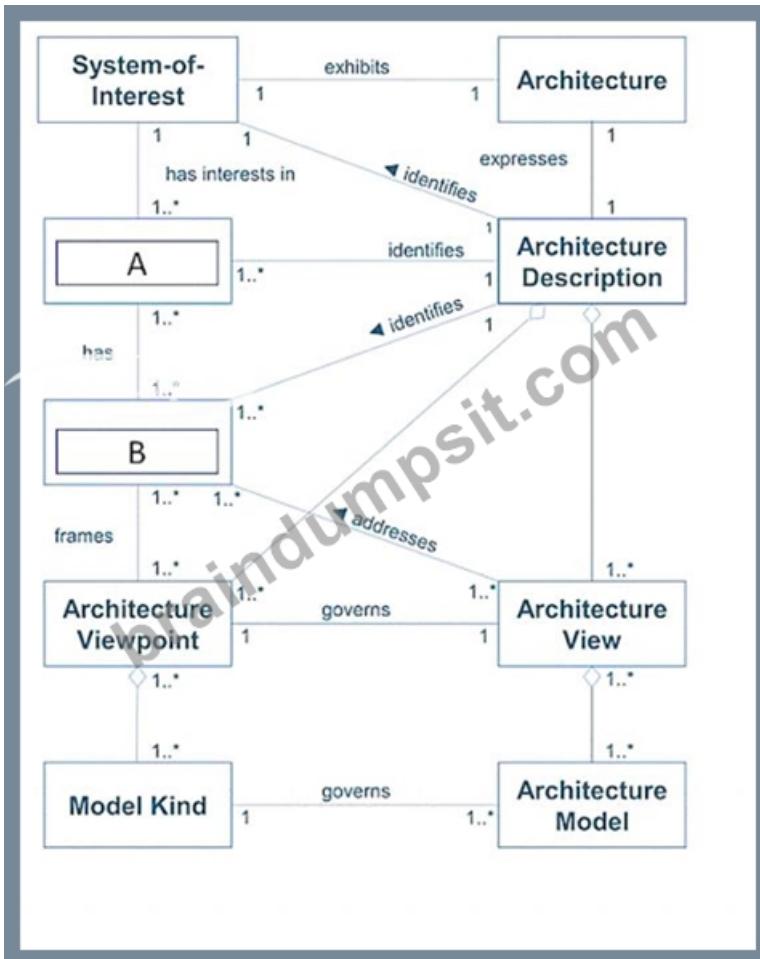
According to the TOGAF standard, the need for the ADM process to be governed is to ensure that the architecture development and implementation activities are conducted in a consistent, coherent, and compliant manner<sup>1</sup>. Governance provides the means to verify that the method is being applied correctly and effectively, and that the architecture deliverables and artifacts meet the quality and standards criteria<sup>1</sup>. Governance also enables the management of risks, issues, changes, and dependencies that may arise during the ADM process<sup>1</sup>.

Some of the benefits of governing the ADM process are<sup>2</sup>:

- \*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 # 58

Exhibit:



Consider the image showing basic architectural concepts.

What are items A and B?

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

**Answer: D**

Explanation:

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<sup>1</sup>. References:

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

## NEW QUESTION # 59

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