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The TOGAF framework is a globally recognized standard for enterprise architecture design and development. The Open Group, a leading technology standards organization, developed the framework to provide a common language, methodology, and tools for enterprise architecture development. The OGEA-103 Exam is based on the TOGAF 9.2 standard, which is the latest version of the framework.

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The Open Group TOGAF Enterprise Architecture Combined Part 1 and Part 2 Exam Sample Questions (Q33-Q38):

NEW QUESTION # 33

Consider the following ADM phases objectives.

Which phase does each objective match?

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

Answer: D

Explanation:

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

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

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

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

Phase B: Business Architecture: To describe the baseline and target business architecture, and to identify the gaps between them.

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

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

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

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

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

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

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

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

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

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

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

References:

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

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

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

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

NEW QUESTION # 34

Exhibit:

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

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

Answer: B

Explanation:

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

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

C-Enterprise Capability: This refers to how well an enterprise can execute its mission, meet business objectives or satisfy its

stakeholders' needs and expectations. It's influenced by both internal factors (like resources, processes) and external ones (like market trends).

NEW QUESTION # 35

Please read this scenario prior to answering the question

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

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

The company uses the TOGAF standard as the method and guiding framework for its Enterprise Architecture (EA) practice. The CTO is the sponsor of the activity.

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

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

Refer to the scenario

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

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

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

Answer: C

Explanation:

Business continuity is the ability of an organization to maintain essential functions during and after a disaster or disruption. Business continuity requirements are the specifications and criteria that define the acceptable level of performance and availability of the business processes and services in the event of a disaster or disruption. A gap analysis is a technique that compares the current state of the architecture with the desired state, and identifies the gaps or differences that need to be addressed. A change request is a formal proposal for an amendment to some product or system, such as the architecture. A Request for Architecture Work is a document that describes the scope, approach, and expected outcomes of an architecture project¹²³ The best answer is A, because it describes the steps that would improve the resilience of the current architecture, which is the ability to withstand and recover from a ransomware attack or any other disruption.

The steps are:

Determine the business continuity requirements, which specify the minimum acceptable level of performance and availability of the business processes and services in case of a ransomware attack. This would involve identifying the critical business functions, the recovery time objectives, the recovery point objectives, and the dependencies and resources needed for recovery.

Undertake a gap analysis of the current Enterprise Architecture, which compares the current state of the architecture with the desired state based on the business continuity requirements. This would involve assessing the strengths and weaknesses of the current architecture, the risks and opportunities for improvement, and the gaps or differences that need to be addressed.

Make recommendations for change requirements to address the situation and create a change request. This would involve proposing solutions and alternatives to close the gaps, enhance the resilience, and mitigate the risks of the current architecture. The change request would document the rationale, scope, impact, and benefits of the proposed changes, and seek approval from the relevant stakeholders.

Manage a meeting of the Architecture Board to assess and approve the change request. The Architecture Board is a governance body that oversees the architecture work and ensures compliance with the architecture principles, standards, and goals. The meeting would involve presenting the change request, discussing the pros and cons, resolving any issues or conflicts, and obtaining the approval or rejection of the change request.

Once approved, produce a new Request for Architecture Work to activate an ADM cycle to carry out a project to define the change. The Request for Architecture Work would describe the scope, approach, and expected outcomes of the architecture project that would implement the approved change request. The Request for Architecture Work would initiate a new cycle of the Architecture Development Method (ADM), which is the core process of the TOGAF standard that guides the development and management of the enterprise architecture.

1: The TOGAF Standard, Version 9.2, Part III: ADM Guidelines and Techniques, Chapter 33: Business Scenarios 2: The TOGAF Standard, Version 9.2, Part III: ADM Guidelines and Techniques, Chapter 30: Gap Analysis 3: The TOGAF Standard, Version 9.2, Part III: ADM Guidelines and Techniques, Chapter 31:

Architecture Change Management : The TOGAF Standard, Version 9.2, Part II: Architecture Development Method (ADM), Chapter 7: Request for Architecture Work : The TOGAF Standard, Version 9.2, Part III:

ADM Guidelines and Techniques, Chapter 34: Business Transformation Readiness Assessment : The TOGAF Standard, Version 9.2, Part III: ADM Guidelines and Techniques, Chapter 30: Gap Analysis : The TOGAF Standard, Version 9.2, Part III: ADM Guidelines and Techniques, Chapter 31: Architecture Change Management : The TOGAF Standard, Version 9.2, Part VI:

Architecture Capability Framework, Chapter 50:

Architecture Governance : The TOGAF Standard, Version 9.2, Part II: Architecture Development Method (ADM), Chapter 7: Request for Architecture Work

NEW QUESTION # 36

Please read this scenario prior to answering the question

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

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

The EA program is sponsored by the CIO.

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

Each division has completed the Architecture Definition documentation to meet its own specific manufacturing requirements. The enterprise architects have defined a set of work packages that address the gaps identified. They have identified the value produced, effort required, and dependencies between work packages to reach a target architecture that would integrate a new ERP environment into the company.

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

Refer to the scenario

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

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

- A. You place the Architecture Definition Document under configuration control. This will ensure that the architecture remains relevant and responsive to the needs of the enterprise. You would identify the development resources to undertake the projects. You would then produce an Implementation Governance Model to manage the lessons learned prior to finalizing the plan. You recommend that lessons learned be applied as changes to the architecture without review.
- B. You estimate the business value for each project by applying the Business Value Assessment Technique to prioritize the implementation projects and project increments. The assessment should focus on return on investment and performance evaluation criteria that can be used to monitor the progress of the architecture transformation. You would confirm and plan a series of Transition Architecture phases using an Architecture Definition Increments Table that lists the projects.

- C. You conduct a series of Compliance Assessments to ensure that the architecture is being implemented according to the contract. The Compliance Assessment should verify that the implementation team is using the proper development methodology. It should include deployment of monitoring tools and ensure that performance targets are being met. If they are not met, then you would identify changes to performance requirements and update those in the Implementation and Migration Plan.
- D. You assess how the Implementation and Migration plan impacts the other frameworks in use in the organization. Minimally, you ensure that the plan is coordinated with the business planning, project/portfolio management and operations management frameworks. You would then assign a business value to each work package, considering available resources and strategic fit. You then use the work packages to identify projects that will be in the Implementation and Migration Plan

Answer: B

Explanation:

Explanation

The Business Value Assessment Technique is a technique that can be used to estimate and compare the business value of the projects and project increments that implement the architecture work packages, which are the sets of actions or tasks that are required to implement a specific part of the architecture. The business value is the measure of the benefits or advantages that the project or project increment delivers to the business, such as increased revenue, reduced costs, improved quality, or enhanced customer satisfaction. The steps for applying the Business Value Assessment Technique are:

Identify the criteria and factors that are relevant to the business value assessment, such as costs, benefits, risks, and opportunities.

The criteria and factors should be aligned with the business goals and drivers that motivate the architecture work, and the stakeholder requirements and concerns that influence the architecture work.

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

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

Prioritize the implementation projects and project increments, based on the business value and other considerations, such as dependencies, resources, or risks. The prioritization should determine the order or sequence of the projects and project increments, and the allocation and utilization of the resources.

Therefore, the best answer is C, because it describes the next steps for the migration planning, which are the activities that support the transition from the Baseline Architecture to the Target Architecture. The answer covers the Business Value Assessment Technique, which is relevant to the scenario.

References: 1: The TOGAF Standard, Version 9.2, Part III: ADM Guidelines and Techniques, Chapter 28:

Business Value Assessment Technique : The TOGAF Standard, Version 9.2, Part II: Architecture Development Method (ADM), Chapter 18: Phase A: Architecture Vision : The TOGAF Standard, Version 9.2, Part II: Architecture Development Method (ADM), Chapter 21: Phase F: Migration Planning : The TOGAF Standard, Version 9.2, Part IV: Architecture Content Framework, Chapter 36: Building Blocks

NEW QUESTION # 37

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

Answer: D

Explanation:

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.

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