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The Open Group TOGAF Enterprise Architecture Combined Part 1 and Part 2 Exam Sample Questions (Q13-Q18):

NEW QUESTION # 13

Please read this scenario prior to answering the question

You are employed as an Enterprise Architect at a multinational energy company. The company is committed to reducing its emissions. To achieve this, the company is increasing production of renewable energy and adopting eco-friendly practices.

The company has an Enterprise Architecture (EA) practice and follows the TOGAF standard for its EA framework. The EA team manages all the major projects in the company. The EA team reports to the Chief Technical Officer (CTO), who is the sponsor of the EA program. The Architecture Board is made up of senior leaders from all parts of the company.

The company is starting to invest in developing various kinds of renewable energy projects, including solar, and wind. A large part of the growth in its renewable energy portfolio has come from buying other companies. The company is keen on acquiring small startups and mid-size companies to leverage their technical innovations. This way, the company aims to outperform its competitors, scale rapidly, and establish a presence in new markets.

The existing business and the newly acquired companies are not working well together, which increasingly causes problems. In response, a strategic plan was created and approved. The plan aims to make the merged companies work more effectively together. This will save money by sharing their common assets, including fixed capital assets, research and development facilities, and resources.

The EA team have been asked to oversee the transformation to carry out the strategic plan. A Request for Architecture Work for the project has created and has been approved. The goal is to strengthen the company's position in the market and reduce costs by taking advantage of economies of scale. The Chief Executive Officer (CEO) has stated that to stay competitive and relevant, the company must transform or entirely reinvent its business model.

Refer to the Scenario

What needs to be done to make sure that the company succeeds with the changes and how should risks be managed?

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

- A. The EA team needs to identify obstacles that could hinder the project. This should include identifying the factors that will impact the transformation, and determining the readiness level for each factor based on a scale that will help the team to understand the urgency, readiness, and degree of difficulty to fix. These factors can be used to evaluate the initial risks of the change, areas of risk that need attention, and areas where you need to prepare the staff and systems better.
- B. The EA team should develop a set of Business Architecture views to demonstrate how stakeholder concerns are being addressed. These views can also be used to identify the factors that will impact the transformation. For each factor identified, there should be a structured assessment of the current state of each factor against a maturity model. This information can then be used to determine the potential risks associated with the transformation, and areas where better preparation is needed.
- C. The EA team should use the Business Scenarios technique to describe the business problem, identify the stakeholders' concerns and achieve consensus on the requirements. Once the requirements have been identified, they can be evaluated in terms of their risks. The risks should be assessed in terms of how they can be avoided, transferred, or reduced. Risks that cannot be resolved should be identified as residual risks and how to address them should be decided by the Architecture Board.
- D. The EA team should document the risks associated with the transformation in an Implementation Factor Catalog. This will be used as a record of important decisions during implementation and deployment for the transformation effort. The catalog should list all the factors to consider, their descriptions, and any limitations to consider. These factors can then be used to help evaluate the risks, which can be documented in the Implementation and Migration Plan.

Answer: A

Explanation:

This question asks:

What needs to be done to make sure the company succeeds with the transformation and how should risks be managed?

The scenario involves:

Large-scale business transformation

Integration of acquired companies

Significant organizational change

Need to assess risk, readiness, and obstacles

This strongly aligns with TOGAF's Business Transformation Readiness Assessment and Risk Management guidance (primarily in the

Preliminary Phase, Phase A, and Phase F).

Why Option D Is Correct

✓ Matches TOGAF's Business Transformation Readiness Assessment

TOGAF explicitly states that before undertaking major business change, the architecture team must assess:

Readiness factors

Obstacles

Risks

Degree of organizational preparedness

Option D describes exactly this process:

"Identify obstacles that could hinder the project ... determine the readiness level ... understand urgency, readiness, and degree of difficulty ... evaluate initial risks and areas needing attention." That wording maps directly to the TOGAF Readiness Assessment steps, including:

Readiness Factor Evaluation

Risk Identification

Mitigation Strategy Development

✓ Addresses Success Factors of Transformation

TOGAF emphasizes that large transformations succeed when:

Readiness factors are understood

Organizational obstacles are identified early

Appropriate preparation is made for people, processes, and systems

Option D describes these success actions.

Why the Other Options Are Incorrect

A - Implementation Factor Catalog

The catalog helps consider implementation constraints, but it is not the primary mechanism for evaluating overall transformation readiness.

It is more relevant later (Phase F), not at the strategic transformation level described in the scenario.

B - Business Scenarios

Business Scenarios help define requirements and validate the architecture.

They do NOT cover readiness assessment, organizational preparedness, or comprehensive transformation risk management.

Too narrow for the scale of change described.

C - Develop Business Architecture Views + Maturity Model

While views can expose stakeholder concerns, TOGAF does not prescribe evaluating transformation readiness via a "maturity model" in this context.

This is partially correct but not the TOGAF aligned method for ensuring change success.

Relevant TOGAF Sources

TOGAF 9.2 - Business Transformation Readiness Assessment

Includes evaluation of:

Organizational readiness

Barriers and obstacles

Culture and motivation

Dependencies and risks

Readiness factors scoring

TOGAF ADM Guidance

Readiness assessment is required when conducting large-scale transformation.

Helps ensure risks are identified, understood, and mitigated.

NEW QUESTION # 14

When considering the scope of an architecture, what dimension considers to what level of detail the architecting effort should go?

- A. Project
- B. Breadth
- C. Architecture Domains
- **D. Depth**

Answer: D

Explanation:

Explanation

The scope of an architecture is the extent and level of detail of the architecture work. The scope of an architecture can be defined along four dimensions: project, breadth, depth, and architecture domains. The project dimension considers the boundaries and

objectives of the architecture project, such as the time frame, budget, resources, and deliverables. The breadth dimension considers the coverage and completeness of the architecture across the enterprise, such as the organizational units, business functions, processes, and locations.

The depth dimension considers the level of detail and specificity of the architecture, such as the granularity, abstraction, and precision of the architectural elements and relationships. The architecture domains dimension considers the aspects or segments of the architecture, such as the business, data, application, and technology domains.

Therefore, the depth dimension is the one that considers to what level of detail the architecting effort should go.

References: : The TOGAF Standard, Version 9.2, Part III: ADM Guidelines and Techniques, Chapter 25:

Architecture Scope : The TOGAF Standard, Version 9.2, Part III: ADM Guidelines and Techniques, Chapter

25.2: Scope Dimensions : The TOGAF Standard, Version 9.2, Part III: ADM Guidelines and Techniques, Chapter 25.2.1: Project, Breadth, Depth, and Architecture Domains

NEW QUESTION # 15

Please read this scenario prior to answering the question

You are the Lead Enterprise Architect at a major agribusiness company. The company's main annual 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.

The CEO appreciates the seriousness of the situation and has set out a change in direction that is effectively a new business for the company. There are opportunities for new products, and new markets. The company will use the fields for another harvest and will cease to process third-party lentils. Thus, the target market will change, and the end-products will be different and more varied. This is a major decision and the CEO has stated a desire to repurpose rather than replace so as to manage the risks and limit the costs.

The company has a mature Enterprise Architecture practice based in its headquarters and uses the TOGAF standard as the method and guiding framework. The practice has an established Architecture Capability, and uses iteration for architecture development. The CIO is the sponsor of the activity.

The CIO has assigned the Enterprise Architecture team to this activity. At this stage there is no shared vision, or requirements.

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 the priority is to understand and bring structure to the definition of the change. The team should focus iteration cycles on a baseline first approach to architecture development, and then transition planning. This will identify what needs to change in order to transition from the baseline to the target, and can be used to work out in detail what the shared vision is for the change.
- B. You propose that this engagement define the baseline Technology Architecture first in order to assess the current infrastructure capacity and capability for the company. Then the focus should be on transition planning and incremental architecture deployment.
This will identify requirements to ensure that the projects are sequenced in an optimal fashion so as to realize the change.
- C. You propose that the team focus its iteration cycles on architecture development by going through the architecture definition phases (B-D) with a baseline first approach.
This will support the change in direction as stated by the CEO. It will ensure that the change can be defined in a structured manner and address the requirements needed to realize the change.
- D. You propose that the team focus on architecture definition, with emphasis on defining the change parameters to support this new business strategy that the CEO has identified. Once understood, the team will be in the best position to identify the requirements, drivers, issues, and constraints for the change. You would ensure that the architecture development addresses non-functional requirements to assure that the target architecture is robust and secure.

Answer: A

Explanation:

Based on the TOGAF standard, this answer is the best approach for architecture development to realize the CEO's change in direction for the company. The reason is as follows:

The scenario describes a major business transformation that requires a clear understanding of the current and future states of the enterprise, as well as the gaps and opportunities for change. Therefore, the priority is to understand and bring structure to the definition of the change, rather than focusing on the implementation details or the technology aspects.

The team should use the TOGAF ADM as the method and guiding framework for architecture development, and adapt it to suit the specific needs and context of the enterprise. The team should also leverage the existing Architecture Capability and the Architecture Repository to reuse and integrate relevant architecture assets and resources.

The team should focus iteration cycles on a baseline first approach to architecture development, which means starting with the

definition of the Baseline Architecture in each domain (Business, Data, Application, and Technology), and then defining the Target Architecture in each domain. This will help to identify the current and desired states of the enterprise, and to perform a gap analysis to determine what needs to change in order to achieve the business goals and objectives.

The team should then focus on transition planning, which involves identifying and prioritizing the work packages, projects, and activities that will deliver the change. The team should also create an Architecture Roadmap and an Implementation and Migration Plan that will guide the execution and governance of the change.

The team should use the Architecture Vision phase and the Requirements Management phase to work out in detail what the shared vision is for the change, and to capture and validate the stakeholder requirements and expectations. The team should also use the Architecture Governance framework to ensure the quality, consistency, and compliance of the architecture work.

NEW QUESTION # 16

Please read this scenario prior to answering the question

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

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

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

Refer to the scenario

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

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

- A. You propose that this engagement define the baseline Technology Architecture first in order to assess the current infrastructure capacity and capability for the company. Then the focus should be on transition planning and incremental architecture deployment. This will identify requirements to ensure that the projects are sequenced in an optimal fashion so as to realize the change.
- B. You propose that the priority is to produce a new Request for Architecture Work leading to development of a new Architecture Vision. The trade-off method should be applied to identify and select an architecture satisfying the stakeholders. For an efficient change the EA team should be aligned with the organization's planning, budgeting, operational, and change processes.
- C. You propose that the team uses the architecture definition document and focus on architecture development starting simultaneously phases B, C and D. This is because the CEO has identified the need to change. This will ensure that the change can be defined in a structured manner and address the requirements needed to realize the change.
- D. You propose that the team focus on architecture definition including development of business models, with emphasis on defining the change parameters to support this new business strategy that the CEO has identified. Once understood, the team will be in the best position to identify the requirements, drivers, issues, and constraints for the change.

Answer: B

Explanation:

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 architecture.¹² 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 process.³ 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 # 17

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

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

Answer: D

Explanation:

Explanation

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

NEW QUESTION # 18

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