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The Open Group TOGAF Enterprise Architecture Part 2 Exam 認定 OGEA-102 試験問題 (Q26-Q31):

質問 # 26

Please read this scenario prior to answering the question

You are employed as an Enterprise Architect in a team at a large company. The company sells luxury food and drinks in more than 10,000 stores worldwide. The company is a leader in using technology to connect with its customers. This includes online ordering, mobile apps, and rewards programs. The company is also famous for bringing new ideas to the market, like ordering through apps, using AI to suggest personalized options, self-service pickup stations, and changing prices based on demand. The stores are open every day. They send timely sales data to a central system that manages inventory. This system can predict what products are needed, adjust how much stock there is, and order more stock automatically. The stores and the main inventory system work directly with the mobile apps, allowing orders to be made online. The central inventory system is located at the company's main data center.

The company will merge with a major competitor. This competitor has a synergistic business. Leaders from both companies have told shareholders that the merger will happen fast. There will be minimal impact for customers. All stores will keep the current brand names. They will combine their systems, choosing the best ones to use.

This means their store management and back-office systems will become one. They will stop using duplicate systems and use one main system to manage the stores.

They will also cut down on the number of back-office applications they use.

The Request for Architecture Work to oversee the merger has been approved.

Stakeholders, concerns, and business requirements have been identified. The stakeholders have made it clear that they expect to continue to be able to innovate quickly, and that changes should not restrict that capability. The scope of what is inside and what is outside the architecture efforts has been confirmed. The next step is to revisit and review the Architecture Principles, as they form part of the constraints on architecture work.

Business Continuity is essential given that the business depends on real-time ordering and automated inventory management. During the systems integration, maintaining service for customers and inventory operations must be prioritized. Refer to the scenario. You have been asked to identify the most relevant Architecture Principles for the merger besides Business Continuity.

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

[Note: You should assume that the company follows the example set of Architecture Principles provided in the TOGAF standard, ADM Techniques, Architecture Principles chapter.]

- A. Service orientation will speed up the merger and make it easier to integrate systems while maintaining business operations. **Maximize Benefit to the Enterprise** will make sure that merger decisions prioritize the overall benefit to the combined company. **Common Use Applications** across the merged company is preferred over the use of similar or duplicative applications for certain parts of the company. This helps support the goal of merging back-office systems to reduce duplication.
- B. Primacy of Principles will make sure that the same principles apply to both organizations of the newly merged operation, creating consistency across locations. Data as an Asset is critical. Since you're maintaining separate mobile apps but consolidating back-end systems, treating data as an asset becomes essential. This principle helps ensure that customer data, and inventory information from both brands are properly integrated and managed. **Technology Independence** is important when consolidating the back-office applications and order processing systems.
- C. Control Technical Diversity will help by standardizing technology platforms as part of the integration process. This will be vital for standardizing the app integration for digital orders with the back-office systems, and will reduce complexity and costs during integration. **Data Trustee** will establish owners to manage the shared data across the company, thereby assuring data quality.
- Ease-of-Use is needed to make sure that new user interfaces for the apps continue to be easy to use.
- D. Compliance with the Law makes sure that all company activities comply with relevant laws and regulations. This principle provides the foundation for ensuring the merger meets all legal requirements. **Requirements-Based Change** will make sure that when combining systems, changes to applications and technology are only made if required by business needs. **Responsive Change Management** focuses on the speed needed to achieve the goals set by the leaders for a quick merger. We are committed to quickly blending the companies as planned.

正解: A

解説:

You are asked to identify the most relevant Architecture Principles, besides Business Continuity, that apply to a rapid merger, where: Back-office and store management systems will be consolidated

Duplicate applications will be eliminated

Innovation must remain fast

Customer experience must remain uninterrupted

Combined enterprise value is the priority

TOGAF's example Architecture Principles include four main categories:

Business Principles

Data Principles

Application Principles

Technology Principles

Option D contains the principles that best support the specific needs of the merger as described.

✓ Why Option D is correct

1. Service Orientation (Business Principle)

This principle states that architecture should be organized around services, enabling flexibility, loose coupling, and ease of integration. For the merger:

Integrating two companies' store systems, mobile apps, and inventory platforms requires modular, interoperable services.

Service orientation directly supports the requirement that innovation must not slow down.

It allows systems to be merged with minimal disruption.

This principle supports fast integration + ongoing innovation - exactly what stakeholders demand.

2. Maximize Benefit to the Enterprise (Business Principle)

This principle ensures decisions are made from an enterprise-wide (not departmental or local) perspective.

In the scenario:

Two companies are merging.

Decisions must prioritize combined enterprise value, not local optimizations by either company.

System consolidation and elimination of duplicates requires an enterprise-first mindset.

This principle aligns perfectly with a merger that aims to unify operations and reduce redundancy.

3. Common Use Applications (Application Principle)

This is one of the MOST relevant principles in any merger.

TOGAF defines this principle as:

"Applications should be shared across the enterprise and not duplicated." In the scenario:

Back-office systems and store management tools must be consolidated.

Duplicate applications are explicitly to be reduced.

One main system will be used across stores.

This principle directly matches the merger's objectives.

✓ Summary

Option D contains the three principles that best support:

A major merger

System consolidation

Reduction of duplication

Enterprise-wide benefit

Flexible, service-oriented integration

Continued innovation

Therefore, Option D is the most appropriate selection according to TOGAF's example Architecture Principles.

質問 # 27

Please read this scenario prior to answering the question

You are working as an Enterprise Architect at a large supermarket. The company runs many retail stores, as well as an online grocery shop. Many of the stores used to remain open 24/7, but the number has decreased in recent years. Instead, they now focus on fulfilling online orders during the night.

The company has a mature Enterprise Architecture (EA) practice and uses the TOGAF standard for its architecture development method. The EA practice is involved in all aspects of the business, with oversight provided by an Architecture Board with representatives from different parts of the business. The EA program is sponsored by the Chief Information Officer (CIO).

Each store uses a standard method to track sales and inventory. This involves sending accurate timely sales data to a central AI-based inventory management system that can predict demand, adjust stock levels and automate reordering. The central inventory management system is housed at the company's central data center.

The company has bought a major rival. The Chief Executive Officer believes that a merger will enable growth through combined offerings and cost savings. The decision has been taken to fully integrate the two organizations, including merging retail operations and systems. This means that duplicated systems will be replaced with one standard retail management system. Also, the company will reduce the number of applications that are used. The CIO expects significant savings will be achieved by implementing these changes across the newly merged company.

One improvement that the rival has successfully implemented is the use of hand-held devices within stores, for both customers and staff. This has increased both customer and staff employee satisfaction due to the time savings this has brought. The CIO has given the go-ahead to roll out the devices in all stores but has stated that training on how to use the hand-held devices should be brief because there are a lot of employees, many of whom are part-time.

The Request for Architecture Work to oversee the merger has been approved. The project has been scoped and you have been assigned to work on it. Your role includes managing the architecture for the retail stores.

Refer to the scenario

You have been asked to confirm the most relevant architecture principles for the transformation.

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

[Note: The sequence of the principles listed in each answer does not matter. You should assume the company follows the set of principles that are provided in the TOGAF Standard, ADM Techniques, Architecture Principles chapter. You may need to refer to section 2.6 located in ADM Techniques within the reference text to answer this question.]

- A. Common Use Applications, Data is an Asset, Data is Accessible, Ease of Use, Business Continuity
- B. Control Technical Diversity, Interoperability, Data is an Asset, Data is Shared, Business Continuity
- C. Common Vocabulary and Data Definitions, Compliance with the Law, Requirements Based Change, Responsive Change Management, Data Security

- D. Maximize Benefit to the Enterprise, Common Use Applications, Data is an Asset, Responsive Change Management, Technology Independence

正解: D

解説:

Key aspects of the scenario:

Business Objective:

A merger is happening to combine offerings, reduce costs, and achieve operational efficiency.

The goal includes fully integrating retail operations and systems, replacing duplicated systems, and reducing the number of applications used.

Technological Improvements:

A central AI-based inventory system is in place.

Hand-held devices for stores have improved customer and staff satisfaction and increased efficiency.

Scope of Architecture Work:

Integrating the merged systems.

Managing retail architecture to optimize operations.

TOGAF Alignment:

TOGAF principles aim to ensure the architecture supports business transformation effectively while aligning with governance and best practices.

Best answer analysis:

Option 1:

Maximize Benefit to the Enterprise: Aligns with the merger goals of cost reduction and efficiency.

Common Use Applications: Matches the goal to reduce duplicated systems.

Data is an Asset: Central AI system depends on accurate and reliable data.

Responsive Change Management: Necessary to support the transition and manage organizational impacts.

Technology Independence: Encourages selecting flexible, scalable solutions post-merger.

This option comprehensively aligns with the scenario.

Option 2:

Control Technical Diversity: Important but less emphasized than cost reduction and application unification.

Interoperability: Relevant, but less critical compared to principles addressing business value.

Data is an Asset: Relevant.

Data is Shared: Implied in centralized inventory but not directly stated.

Business Continuity: Important but not the main focus here.

This option partially fits but lacks emphasis on business outcomes.

Option 3:

Common Vocabulary and Data Definitions: Indirectly helpful but not central to the transformation.

Compliance with the Law: Always critical, but no explicit legal issues are mentioned.

Requirements-Based Change: General principle but not transformation-specific.

Responsive Change Management: Relevant.

Data Security: Important but not a central concern in the scenario.

This option focuses more on governance and less on merger goals.

Option 4:

Common Use Applications: Relevant to reducing duplicate systems.

Data is an Asset: Relevant.

Data is Accessible: Fits with AI system and handheld devices but is a subset of "Data is an Asset." Ease of Use: Relevant to handheld devices but not a core transformation principle.

Business Continuity: Important but secondary to cost and efficiency.

This option focuses more on usability and accessibility rather than transformation objectives.

質問 # 28

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 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.
- 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 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.
- 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.

正解: C

解説:

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. 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. 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.

質問 # 29

Scenario

You are working as an Enterprise Architect within an Enterprise Architecture (EA) team at a global company that sells consumer products. The company produces many products that buyers use and enjoy.

The company has announced a major change to its products that will occur over a four-year period. This change includes the introduction of digital products and services. An architecture to support this strategy has been finished, along with a roadmap for a set of projects to implement this significant change. This will be a cross-functional effort between the product design and software teams. It is planned to be developed in phases.

The company faces a challenge in presenting and providing access to different services through its products and digital platforms while ensuring compliance with data privacy laws. In some countries and regions, the data residency requirements mean that the company has to store certain data within the region where it is collected. As a result, the company's application portfolio and infrastructure must connect with various cloud services and data repositories in different countries.

The EA team has inherited the architecture used by the current products, some of which can be carried over to the new products. The EA team has started to define 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 architectures need to be defined to support the key digital services that the company plans to provide.

The company uses the TOGAF Standard as the foundation for its Enterprise Architecture framework, and architecture development follows the purpose-based EA Capability model outlined in the TOGAF Series Guide: A Practitioner's Approach to Developing Enterprise Architecture Following the TOGAF ADM. The EA team reports to the Chief Information Officer (CIO), who oversees the program.

You have been asked how to decide and organize the work to deliver the requested architectures.

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

- A. You commence an iteration of ADM Phase A, identifying the stakeholders and revising the Architecture Vision. You perform a Stakeholder Analysis and update the Stakeholder Map. You conduct workshops and interviews to reflect the stakeholders who are now the key drivers for the digital products and services. You coordinate with the CIO to ensure alignment with the overall roadmap and update the Implementation and Migration Plan accordingly.
- B. You research leading data companies, using your findings to help in developing high-level Target Data, Application, and Technology Architectures. You review the Architecture Vision to determine the level of detail, time, and scope of the ADM cycle phases required for each project. You identify and estimate the cost of the main resources. You then prepare an Architecture Roadmap and request the Architecture Board to review the roadmap. You then start the project.
- C. You look outside the company to study how other companies organize their data models and application portfolios. You create just enough architecture description for the Application, Data, and Technology Architectures to identify the different options. For each project, this includes identification of candidate architecture and solution building blocks. You then identify solution providers, perform a readiness assessment, and assess the viability and fitness of the solution options. You then write the draft Implementation and Migration plan.
- D. You refer to the superior architecture for guidance. You review the projects identified, their dependencies, and synergies, then decide the sequence for starting the projects. You develop high-level architecture descriptions. For each project, you determine how much work is needed, identify reference architectures, and candidate building blocks. You identify the resource needs taking into account cost and value. You document the different options, risks, and ways to control them to enable feasibility analysis and trade-off with the stakeholders.

正解: D

解説:

Comprehensive and Detailed Step-by-Step Explanation

Context of the Scenario

The company is in the process of delivering requested architectures to support the introduction of digital products and services. The Business Architecture is sufficiently defined, and the focus is on developing the Information Systems and Technology Architectures. TOGAF emphasizes breaking down large, complex transformation programs into manageable projects, focusing on dependencies, risks, trade-offs, and sequencing of efforts. Based on the scenario, the company must deal with:

Data privacy and residency compliance across different regions.

Re-use of existing architecture for efficiency.

Alignment of digital services with a global roadmap.

The activity described aligns with ADM Phases B (Business Architecture), C (Information Systems Architecture), and D (Technology Architecture), with a focus on delivering architectures for implementation.

Option Analysis

Option A:

Strengths:

Refers to developing high-level architecture descriptions and identifying reference architectures and candidate building blocks, which align with ADM Phases B, C, and D.

Addresses feasibility analysis, trade-offs, and stakeholder engagement, which are part of architecture development and decision-making in TOGAF.

Ensures that the architecture descriptions are resource-conscious, including cost and value analysis, dependencies, risks, and synergies between projects.

Conclusion: Correct, as it provides a complete approach to organizing the work to deliver architectures while adhering to TOGAF principles.

Option B:

Strengths:

Suggests creating architecture descriptions for the Application, Data, and Technology Architectures, which are necessary for delivering requested architectures.

Addresses readiness assessments and the fitness of solutions.

Weaknesses:

Emphasizes looking outside the company and studying other companies' models, which is not necessarily aligned with TOGAF unless justified by specific gaps.

Skips essential TOGAF steps like feasibility analysis and detailed stakeholder engagement.

Conclusion: Incorrect, as it places undue emphasis on external research instead of leveraging TOGAF's structured ADM.

Option C:

Strengths:

Suggests reviewing the Architecture Vision and determining scope, which aligns with TOGAF principles.

Proposes preparing an Architecture Roadmap and involving the Architecture Board for review.

Weaknesses:

Does not cover important elements such as candidate building blocks, feasibility analysis, or stakeholder engagement.

Suggests starting the project prematurely without proper sequencing or risk trade-offs.

Conclusion: Incorrect, as it skips key steps and lacks a structured approach to dependencies and resource management.

Option D:

Strengths:

Suggests revising the Architecture Vision and conducting a Stakeholder Analysis, which aligns with Phase A of the ADM.

Weaknesses:

Returning to Phase A is not required here, as the Architecture Vision has already been defined. Revising the vision at this stage indicates a step backward.

Lacks focus on feasibility analysis, dependencies, and sequencing, which are the immediate needs in this phase.

Conclusion: Incorrect, as it unnecessarily revisits earlier ADM phases instead of progressing.

TOGAF Reference

ADM Phases B, C, D: Emphasizes developing detailed architectures, identifying candidate building blocks, and addressing dependencies, risks, and resource needs (TOGAF 9.2, Chapters 8-10).

Architecture Roadmap and Feasibility Analysis: Guides sequencing and trade-offs for implementation (TOGAF 9.2, Section 12.4).

Stakeholder Engagement: Critical for ensuring alignment and feasibility (TOGAF 9.2, Section 24.2).

Decision-Making and Trade-offs: TOGAF emphasizes documenting risks and trade-offs as part of feasibility analysis (TOGAF 9.2, Section 6.4.1).

質問 #30

Please read this scenario prior to answering the question

You are employed as an Enterprise Architect at a company. The company manages large-scale farming operations with food production, processing, and distribution. The goal of the company is to maximize profit while satisfying the needs of consumers for its products. Its customers demand food that is produced sustainably, safely, and transparently, while reducing environmental impact. The business is highly mechanized, and this mechanization has brought about a decrease in the number of workers needed, together with a focus on agricultural engineering to improve the efficiency of its farms, its processing facilities, and the overall enterprise. As part of this, the company has established an Enterprise Architecture (EA) practice based on the TOGAF standard, using it as the method and guiding framework. The Chief Information Officer (CIO) is the sponsor of EA practice.

The practice has adopted an iterative approach for its architecture development. This has enabled the decision makers to have valuable insights into the different aspects of the business.

In recent years there have been a series of bad harvests, and a major reduction in yields of the main crop produced by the company. This combined with an increase in costs for energy, feed, fuel, and fertilizer, had led to a significant decrease in profits.

The rising costs and lower profits mean that the company is unable to take as much planned action on climate measures as it would like, such as reducing its carbon footprint. The Chief Executive Officer (CEO) has stated that big changes are needed to improve yields and profitability.

The outline strategy for change, includes new products, and new markets. The company will switch to a mix of crops rather than depend on a main crop and will allow use of its processing facilities by third parties. This is a major decision, and the CEO has stated a desire to repurpose and reuse rather than replace so as to manage the risks and limit the costs.

The CIO has assigned the EA team to manage this project. The CIO has stated that although the overall objective is known, the EA team are expected to define the scope, a shared vision, and the requirements.

Refer to the scenario

You have been asked to recommend 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. The team should start its iteration cycles of 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.
- B. The team should start by defining the baseline Technology Architecture 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 way to realize the change.
- C. The team should start on architecture definition and operate multiple ADM phases concurrently to support this change in

direction. Once understood, the team will identify the requirements, drivers, issues, and constraints for the change. You would include non-functional requirements in the architecture development to make sure that the target architecture meets it compliance and regulatory requirements.

- D. The team first needs to understand the problem and define the structure of the change. It should start iteration cycles on a baseline first approach to architecture development, and then transition planning. This will identify the change needed to transition from the baseline to the target and can be used to work out in detail what the agreed vision is for the change.

正解: D

解説:

The scenario clearly states that:

The overall objective is known,

BUT the EA team is expected to define the scope, shared vision, and requirements, The company uses an iterative approach, The CEO wants repurpose and reuse rather than replace, This is a major strategic shift (new markets, new products, new crop mix). According to the TOGAF standard, when the problem must be understood, and scope, vision, and requirements are not yet defined, the correct starting point is Phase A: Architecture Vision, using an iteration cycle.

This is also consistent with the "baseline-first" approach recommended in the TOGAF Series Guides for situations where:

the business direction is known but high-level,

detailed impacts must be discovered,

and the organization wants to reuse existing capabilities rather than replace them

Option B is the only answer that:

Begins by understanding the problem,

Defines the structure of the change,

Uses iteration cycles starting with a baseline-first approach,

Leads into transition planning,

Supports clarification of the shared vision and requirements,

Fits the CIO's instruction to "define the scope, shared vision, and requirements." This matches exactly what TOGAF prescribes in early-cycle Architecture Vision and initial iterations.

質問 #31

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参考書

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