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The Open Group TOGAF Enterprise Architecture Part 2 Exam Sample Questions (Q28-Q33):

NEW QUESTION # 28

Please read this scenario prior to answering the question

You have been appointed as senior architect working for an autonomous driving technology development company. The mission of the company is to build an industry leading unified technology and software platform to support connected cars and autonomous driving.

The company uses the TOGAF Standard as the basis for its Enterprise Architecture (EA) framework. Architecture development within the company follows the purpose-based EA Capability model as described in the TOGAF Series Guide: A Practitioners' Approach to Developing Enterprise Architecture Following the TOGAF® ADM.

An architecture to support strategy has been completed defining a long-range Target Architecture with a roadmap spanning five years. This has identified the need for a portfolio of projects over the next two years. The portfolio includes development of travel assistance systems using swarm data from vehicles on the road.

The current phase of architecture development is focused on the Business Architecture which needs to support the core travel assistance services that the company plans to provide. The core services will manage and process the swarm data generated by vehicles, paving the way for autonomous driving in the future.

The presentation and access to different variations of data that the company plans to offer through its platform poses an architecture challenge. The application portfolio needs to interact securely with various third-party cloud services, and V2X (Vehicle-to-Everything) service providers in many countries to be able to manage the data at scale. The security of V2X is a key concern for the stakeholders. Regulators have stated that the user's privacy be always protected, for example, so that the drivers' journey cannot be tracked or reconstructed by compiling data sent or received by the car.

Refer to the scenario

You have been asked to describe the risk and security considerations you would include in the current phase of the architecture development?

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

- A. You will create a security domain model so that assets with the same level can be managed under one security policy. Since data is being shared across partners, you will establish a security federation to include them. This would include contractual arrangements, and a definition of the responsibility areas for the data exchanged, as well as security implications. You would undertake a risk assessment determining risks relevant to specific data assets.
- B. You will perform a qualitative risk assessment for the data assets exchanged with partners. This will deliver a set of priorities, high to medium to low, based on identified threats, the likelihood of occurrence, and the impact if it did occur. Using the priorities, you would then develop a Business Risk Model which will detail the risk strategy including classifications to determine what mitigation is enough.
- C. You will focus on the relationship with the third parties required for the travel assistance systems and define a trust framework. This will describe the relationship with each party. Digital certificates are a key part of the framework and will be used to create trust between parties. You will monitor legal and regulatory changes across all the countries to keep the trust framework in compliance.
- D. You will focus on data quality as it is a key factor in risk management. You will identify the datasets that need to be safeguarded. For each dataset, you will assign ownership and responsibility for the quality of data needs. A security classification will be defined and applied to each dataset. The dataset owner will then be able to authorize processes that are trusted for a certain activity on the dataset under certain circumstances.

Answer: A

Explanation:

A security domain model is a technique that can be used to define the security requirements and policies for the architecture. A security domain is a grouping of assets that share a common level of security and trust. A security policy is a set of rules and procedures that govern the access and protection of the assets within a security domain. A security domain model can help to identify the security domains, the assets within each domain, the security policies for each domain, and the relationships and dependencies between the domains¹. Since the data is being shared across partners, a security federation is needed to establish a trust relationship and a common security framework among the different parties. A security federation is a collection of security domains that have agreed to interoperate under a set of shared security policies and standards. A security federation can enable secure data exchange and collaboration across organizational boundaries, while preserving the autonomy and privacy of each party. A security federation requires contractual arrangements, and a definition of the responsibility areas for the data exchanged, as well as security implications². A risk assessment is a process that identifies, analyzes, and evaluates the risks that may affect the architecture. A risk assessment can help to determine the likelihood and impact of the threats and vulnerabilities that may compromise the security and privacy of the data assets. A risk assessment can also help to prioritize and mitigate the risks, and to monitor and review the risk situation³. Therefore, the best answer is D, because it describes the risk and security considerations that would be included in the current phase of the architecture development, which is focused on the Business Architecture. The answer covers the security domain model, the security federation, and the risk assessment techniques that are relevant to the scenario.

References: 1: The TOGAF Standard, Version 9.2, Part III: ADM Guidelines and Techniques, Chapter 35: Security Architecture

and the ADM 2: The TOGAF Standard, Version 9.2, Part IV: Architecture Content Framework, Chapter 38: Security Architecture

3: The TOGAF Standard, Version 9.2, Part III: ADM Guidelines and Techniques, Chapter 32: Risk Management

NEW QUESTION # 29

Please read this scenario prior to answering the question

You are working as an Enterprise Architect within a healthcare and life science company. The company is a leading player in its industry, dedicated to transforming healthcare with new ideas and advancements. The company has multiple divisions that cover different aspects of the business.

The company's Enterprise Architecture (EA) department has been operating for several years and has mature, well-developed architecture governance and development processes following the TOGAF Standard. In addition to the EA program, the company has a number of management frameworks in use.

The Architecture Board includes representatives from each division of the company.

Many of the company's rivals have begun utilizing Artificial Intelligence (AI) in their operations, and the indications are that this will be transformative for healthcare delivery. This is something the EA department has been interested in for a while, and they had recently submitted an architecture Change Request which was approved. As a result, the CIO has approved a Request for Architecture Work to investigate the implementation of AI in the company.

Areas for evaluation include:

How can staff use AI daily in their current role?

How AI can enhance access to care for patients, and how to make that experience seamless?

How AI can offer new workplace platforms and tools to increase efficiency?

Some of the top managers are worried about a change in the way of working, and if it will achieve the goals.

Many are not confident that the company's risk management processes are adequate for a company-wide integration of generative AI. There are also questions from staff about whether enough specific guidelines and policies have been put in place for responsible use of AI.

The Chief Information Officer (CIO) is the sponsor of the Enterprise Architecture program. The CIO has actively encouraged architecting with agility within the EA department as her preferred approach for projects.

The CIO wants to know how to address these concerns and reduce risks.

Refer to the scenario

You have been tasked with starting the architecture development. How do you begin?

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

- A. You recommend that an analysis of the stakeholders is undertaken. This will allow the architects to define groups of partners (the stakeholders) who have common concerns and include development of a Stakeholder Map. The concerns and relevant views should then be defined for each group and recorded in the Architecture Vision document. To mitigate risk, you include a requirement that there be progressive development of the target architecture to ensure there is regular feedback.
- B. You recommend creation of a set of business models that can be applied uniformly across all AI- related architecture projects. These should be developed in the portable format to ensure maximum portability across the many tools used in the firm. Each architecture should then be defined based on this fixed set of models. All concerned parties can then examine the models to ensure that their needs have been addressed.
- C. You recommend that a Communications Plan be created to address the key stakeholders, that is the most powerful and influential partners. This plan should include a report that summarizes the key features of the architecture with respect to each location and reflects the stakeholders' requirements.
You will check with each key stakeholder that their concerns are being addressed. Risk mitigation should be explicitly addressed as a component of the architecture being developed.
- D. You recommend that models be created for the Draft Business, Data, Application, and Technology Architectures. These can be used to ensure that the system will be compliant with the local regulations for each division. Together with the problem description, and requirements, this ensures that all the necessary data and detail is addressed. A formal review should be held with the stakeholders to verify that their concerns have been properly addressed by the models.

Answer: A

Explanation:

Key aspects of the scenario:

Objective:

Integrating Artificial Intelligence (AI) into healthcare delivery, with a focus on improving patient care, enhancing workplace efficiency, and enabling seamless experiences.

Challenges:

Stakeholder concerns about risk management, adaptability to change, and ensuring alignment with regulations and policies.

Addressing the concerns of staff and top management about AI integration and achieving the desired goals.

CIO's Perspective:

Encouraging an agile approach to architecture development.

Addressing risks and ensuring stakeholder concerns are managed.

Areas for Evaluation:

AI usage by staff and impact on workflows.

Patient experience enhancement via AI.

New workplace platforms and tools powered by AI.

Option Analysis:

Option 1: Analysis of stakeholders and development of a Stakeholder Map Pros:

Stakeholder analysis is critical for identifying concerns, viewpoints, and requirements.

TOGAF emphasizes stakeholder engagement early in the process to mitigate risks and align expectations.

Developing a Stakeholder Map ensures clear alignment with their interests and creates a foundation for regular feedback loops.

Cons:

Does not explicitly address the creation of architecture models or policies upfront.

Option 2: Creation of a Communications Plan

Pros:

A communications plan fosters effective stakeholder engagement by addressing their concerns and ensuring transparent reporting.

Risk mitigation as part of communication aligns with TOGAF's stakeholder management practices.

Cons:

This focuses more on communication mechanics rather than advancing architectural development directly.

Option 3: Models for Draft Business, Data, Application, and Technology Architectures Pros:

Aligns with the Architecture Development Method (ADM), ensuring compliance with requirements and regulations.

Helps formalize stakeholder feedback by verifying their concerns against tangible models.

Cons:

Developing detailed models early on may delay immediate resolution of stakeholder concerns and risk mitigation.

Option 4: Set of reusable business models for AI-related projects

Pros:

Standardized models ensure consistency and portability across the organization's AI-related efforts.

Cons:

Too narrow in focus for the initial architecture development phase; does not address risk management or stakeholder concerns adequately.

Recommended answer:

Option 1: You recommend that an analysis of the stakeholders is undertaken.

Reasoning:

The scenario highlights stakeholder concerns about risks, adaptability, and compliance. Addressing these concerns requires stakeholder analysis as the first step.

A Stakeholder Map aligns with TOGAF's emphasis on stakeholder engagement, providing a structured way to manage their concerns and expectations.

Identifying concerns early and integrating feedback into the Architecture Vision document ensures alignment with goals and smooth progress.

Option 1 sets the foundation for collaboration and risk management, making it the best fit for the current phase.

NEW QUESTION # 30

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. 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.
- B. 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.
- C. 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.
- D. 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.

Answer: B

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 # 31

Please read this scenario prior to answering the question

Your role is that of a consultant to the Lead Enterprise Architect in a multinational automotive manufacturer.

The company has a corporate strategy that focuses on electrification of its portfolio, and it has invested heavily in a new shared car platform to use across all its brands. The company has four manufacturing facilities, one in North America, two in Europe, and one in Asia.

A challenge that the company is facing is to scale up the number of vehicles coming off the production line to meet customer demand, while maintaining quality. There are significant supply chain shortages for electronic components, which are impacting production. In response to this the company has taken on new suppliers and has also taken design and production of the battery pack in-house.

The company has a mature Enterprise Architecture practice. The TOGAF standard is used for developing the process and systems used to design, manufacture, and test the battery pack. The Chief Information Officer and the Chief Operating Officer co-sponsor the Enterprise Architecture program.

As part of putting the new battery pack into production, adjustments to the assembly processes need to be made. A pilot project has been completed at a single location. The Chief Engineer, sponsor of the activity, and the Architecture Board have approved the plan for implementation and migration at each plant.

Draft Architecture Contracts have been developed that detail the work needed to implement and deploy the new processes for each location. The company mixes internal teams with a few third-party contractors at the locations. The Chief Engineer has expressed concern that the deployment will not be consistent and of acceptable quality.

Refer to the scenario

The Lead Enterprise Architect has asked you to review the draft Architecture Contracts and recommend the best approach to address the Chief Engineer's concern.

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

- A. For changes undertaken by internal teams, you recommend a memorandum of understanding between the Architecture Board and the implementation organization. If a contract is issued to a contractor, you recommend that it is a fully enforceable legal contract. If a deviation from the Architecture Contract is found, you recommend that the Architecture Board grant a dispensation to allow the implementation organization to customize the process to meet their local needs.
- B. You recommend that the Architecture Contracts be used to manage the architecture governance processes across the locations. You recommend deployment of monitoring tools to assess the performance of each completed battery pack at each location and develop change requirements if necessary. If a deviation from the contract is detected, the Architecture Board should allow the Architecture Contract to be modified meet the local needs. In such cases they should issue a new Request for Architecture Work to implement a modification to the Architecture Definition.
- C. For changes requested by an internal team, you recommend a memorandum of understanding between the Architecture Board and the implementation organization. For contracts issued to third- party contractors, you recommend that it is a fully enforceable legal contract. You recommend that the Architecture Board reviews all deviations from the Architecture Contract and considers whether to grant a dispensation to allow the implementation organization to customize the process to meet their local needs.
- **D. You review the contracts ensuring that they address project objectives, effectiveness metrics, acceptance criteria, and risk management. Third-party contracts must be legally enforceable. You recommend a schedule of compliance reviews at key points in the implementation process. You recommend that the Architecture Board reviews all deviations from the Architecture Contract and considers whether to grant a dispensation to allow the process to be customized for local needs.**

Answer: D

Explanation:

According to the TOGAF Standard, Version 9.2, an Architecture Contract is a joint agreement between development partners and sponsors on the deliverables, quality, and fitness-for-purpose of an architecture¹. It defines the scope, responsibilities, and governance of the architecture work, and ensures the alignment and compliance of the architecture with the business goals and objectives¹.

In the scenario, the Lead Enterprise Architect has asked you to review the draft Architecture Contracts and recommend the best approach to address the Chief Engineer's concern about the consistency and quality of the deployment of the new processes for the battery pack production at each location.

The best answer is C, because it follows the guidelines and best practices for defining and using Architecture Contracts as described in the TOGAF Standard, Version 9.22. It ensures that the contracts cover the essential aspects of the project objectives, effectiveness metrics, acceptance criteria, and risk management, and that they are legally enforceable for third-party contractors. It also recommends a schedule of compliance reviews at key points in the implementation process, and a mechanism for handling any deviations from the Architecture Contract, involving the Architecture Board and the possibility of granting a dispensation to allow the process to be customized for local needs.

The other options are not correct because they either²³:

A) For changes requested by an internal team, you recommend a memorandum of understanding between the Architecture Board and the implementation organization. For contracts issued to third-party contractors, you recommend that it is a fully enforceable legal contract. You recommend that the Architecture Board reviews all deviations from the Architecture Contract and considers whether to grant a dispensation to allow the implementation organization to customize the process to meet their local needs.: This option does not address the need to review the contracts to ensure that they address the project objectives, effectiveness metrics, acceptance criteria, and risk management. It also does not recommend a schedule of compliance reviews at key points in the implementation process. Moreover, it suggests that a memorandum of understanding is sufficient for internal teams, which may not be legally binding or enforceable.

B) For changes undertaken by internal teams, you recommend a memorandum of understanding between the Architecture Board and the implementation organization. If a contract is issued to a contractor, you recommend that it is a fully enforceable legal contract. If a deviation from the Architecture Contract is found, you recommend that the Architecture Board grant a dispensation to allow the implementation organization to customize the process to meet their local needs.: This option has the same problems as option A, and also implies that the Architecture Board should always grant a dispensation for any deviation, which may not be appropriate or desirable in some cases.

D) You recommend that the Architecture Contracts be used to manage the architecture governance processes across the locations. You recommend deployment of monitoring tools to assess the performance of each completed battery pack at each location and develop change requirements if necessary. If a deviation from the contract is detected, the Architecture Board should allow the Architecture Contract to be modified meet the local needs. In such cases they should issue a new Request for Architecture Work.: This option does not address the need to review the contracts to ensure that they address the project objectives, effectiveness metrics, acceptance criteria, and risk management. It also does not recommend a schedule of compliance reviews at key points in the implementation process. Moreover, it suggests that the Architecture Board should always allow the Architecture Contract to be modified for any deviation, which may not be appropriate or desirable in some cases. It also implies that a new Request for Architecture Work should be issued for each deviation, which may not be necessary or feasible.

References:

1: The TOGAF Standard, Version 9.2, Chapter 3: Definitions and Terminology, Section 3.1: Terms and Definitions

2: The TOGAF Standard, Version 9.2, Chapter 43: Architecture Contracts

3: The TOGAF Standard, Version 9.2, Chapter 44: Architecture Governance

NEW QUESTION # 32

Please read this scenario prior to answering the question

You are employed as an Enterprise Architect working within the Enterprise Architecture (EA) team at an electric vehicle manufacturer. The company focuses on designing, manufacturing, and advancing battery technology for sustainable transportation, while also investing in charging infrastructure, autonomous driving systems, and renewable energy integration.

The company is introducing a major change to its vehicle design over a five-year period. This will be a cross-functional effort between hardware and software teams, delivering significant new features in the vehicles they manufacture. It is planned to be developed in phases. An architecture to support strategy has been completed with a roadmap for a set of projects.

The EA team has taken over the architecture for the hardware and software automotive platform used by current vehicles, some of which will be used again in the new vehicle design. The EA team has started to pick which parts of the architecture to use again.

The presentation and access to different variations of data that the company plans to offer through its vehicles creates a design challenge. The application portfolio and supporting infrastructure must connect with multiple cloud services and data repositories in different countries to be able to handle the data at a large scale.

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 primary business services that the company plans to provide. These services will handle and use the data created by vehicles, preparing the way for self-driving vehicles in the future.

The company uses the TOGAF standard as the basis for its Enterprise Architecture framework. The EA team reports to the Chief

Technical Officer (CTO), who is the sponsor of the EA program. The CTO requires that the EA team follow the purpose-based EA Capability model as described in the TOGAF Series Guide: A Practitioners' Approach to Developing Enterprise Architecture Following the TOGAF® ADM.

Refer to the scenario

How would you plan, organize, and manage the architecture development at this stage?

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

- A. The superior architecture should be used to guide the approach. Review the identified projects, dependencies, and potential overlaps, then decide the order for starting the projects. Develop high-level architecture descriptions. For each project determine how much work is needed, identify reference architectures, and candidate building blocks. Identify the resource needs, considering cost and value. Document the different options, risks, and ways to control them to enable feasibility analysis and trade-off with the stakeholders.
- B. Architecture descriptions for the Application, Data, and Technology Architectures should be developed at a suitable level to address the problems, and to identify the different options. For each project this includes identification of candidate architecture and solution building blocks. Solution providers should be identified, a readiness assessment performed, and an assessment of the viability and fitness of the solution options. The results should be added to the draft Implementation and Migration plan.
- C. Follow a standard pattern for cloud solutions that manage complex data, and which fits with the architecture to support strategy. Develop high-level Target Data, Application and Technology Architectures. Review the Architecture Vision to determine the level of detail, time, and scope of the ADM cycle phases required for architecture development for the project. Identify and estimate the cost of the main work packages. Create an Architecture Roadmap and request the Architecture Board to approve the roadmap. Start the project.
- D. Start an iteration of ADM Phase A, perform a Stakeholder Analysis, identifying the key stakeholders and revising the Architecture Vision. Update the Stakeholder map created for the strategic architecture, so it reflects the stakeholders who are now the most important for the projects that are to be developed. Hold a formal review with the CTO, who should decide which projects to include in the Architecture Roadmap and update the Implementation and Migration Plan to reflect the decisions.

Answer: A

Explanation:

The scenario states that:

A strategic architecture and roadmap already exist.

Business Architecture is complete, so the work now shifts to Information Systems and Technology Architectures (ADM Phases B-D).

The CTO requires use of the purpose-based EA Capability model (from the TOGAF Series Guide: A Practitioner's Approach to Developing Enterprise Architecture Following the TOGAF ADM).

The EA team has to plan, organize, and manage the next stage of architecture development, including re-use of existing hardware/software platform components, candidate solutions, feasibility, risks, and prioritization.

Under the purpose-based EA approach, when moving from strategy into defining the next layers of architecture, TOGAF emphasizes:

Using the superior (already-approved) architecture to guide the next ADM cycles

- This corresponds to the strategic architecture that is already completed.

Analyzing project dependencies, overlaps, and sequencing

Defining high-level architecture descriptions for the next iteration

Identifying reference architectures and candidate building blocks (especially when reusing existing platform components) Assessing feasibility, value, cost, and risk for each project Preparing for stakeholder trade-offs before formalizing the roadmap These tasks map directly to Option A.

Why Option A is correct

Option A includes exactly what the purpose-based EA approach prescribes at this stage:

"The superior architecture should be used to guide the approach."

✓ Correct - strategic architecture guides the work.

"Review the identified projects, dependencies, and potential overlaps, then decide the order..."

✓ Correct - sequencing and dependency assessment are core early tasks in Phases B-D planning.

"Develop high-level architecture descriptions."

✓ Correct - Business Architecture is done; now high-level IS/Tech Architecture descriptions are needed.

"Identify reference architectures and candidate building blocks."

✓ Correct - aligns with TOGAF building-block approach, and specifically fits the scenario where existing platform components will be reused.

"Identify resource needs, considering cost and value."

✓ Correct - mandatory for feasibility and planning.

"Document options, risks, and ways to control them to enable feasibility analysis and trade-off with stakeholders."

✓ Correct - this matches ADM guidelines for preparing options and addressing complexity before deeper development.

This is precisely how TOGAF expects the architecture team to plan, organize, and manage an ADM cycle after strategy is set.

NEW QUESTION # 33

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