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Exam : OGEA-103

**Title : TOGAF Enterprise
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>> OGEA-103 トレーニング資料 <<

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The Open Group TOGAF Enterprise Architecture Combined Part 1 and Part 2 Exam 認定 OGEA-103 試験問題 (Q132-Q137):

質問 # 132

Consider the following statement.

Projects may cycle between ADM phases, in planned cycles covering multiple phases.

What does it illustrate?

- A. Enterprise Architecture
- **B. Iteration**
- C. Requirements management
- D. Implementation governance

正解: B

解説:

Explanation

The statement "Projects may cycle between ADM phases, in planned cycles covering multiple phases" illustrates the concept of iteration, which is the process of repeating the ADM phases or steps within a phase to refine the architecture outputs and address the changing requirements and stakeholder concerns. Iteration can occur at different levels of granularity and scope, such as within a single phase, across multiple phases, or across the entire ADM cycle. Iteration can also be applied to different architecture domains, such as business, data, application, and technology. Iteration is a key feature of the ADM that enables the development of architectures that are fit for purpose, adaptable, and responsive to change. References: : The TOGAF Standard, Version 9.2, Part III: ADM Guidelines and Techniques, Chapter 24: Applying Iteration to the ADM

質問 # 133

Exhibit

Consider the illustration showing an architecture development cycle. Which description matches the phase of the ADM labeled as item 1?

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

正解: A

解説:

Explanation

The phase of the ADM labeled as item 1 is Phase F: Migration Planning. This phase conducts implementation planning for the architecture defined in previous phases by creating an Architecture Roadmap and a detailed Implementation and Migration Plan. This phase also identifies and groups major work packages, transition architectures, projects, and dependencies. References: <https://pubs.opengroup.org/architecture/togaf9-doc/arch/chap19.html>

質問 # 134

Scenario

You are working as an Enterprise Architect within a large manufacturing company. The company has multiple divisions located worldwide.

After a recent study, senior management is concerned about the impact of the company's multiple data centers and duplication of applications on business efficiency. To address this concern, a strategic architecture has been defined; it will help improve the ability to meet customer demand and improve the efficiency of operations. The strategic architecture involves the consolidation of multiple application programs that are currently used in different divisions and putting them all onto a cloud-based solution instead. Each division has completed the Architecture Definition documentation to meet its own specific operational requirements. The enterprise architects have analyzed the corporate changes and implementation constraints. A consolidated gap analysis has been completed. Based on its results, the architects have reviewed the requirements, dependencies, and interoperability requirements needed to integrate the cloud-based solution. The architects have completed the Business Transformation Readiness Assessment. Based on all these factors, they have produced a risk assessment. They have also completed the draft Implementation and Migration Plan, the draft Architecture Roadmap, and the Capability Assessment deliverables.

Due to the risks of changing from the current environment, the decision has been taken that a gradual approach is needed to implement the target architecture. It will likely take a few years to complete the whole implementation process.

The company has a mature Enterprise Architecture (EA) practice and uses the TOGAF standard for its architecture development method. The EA practice is engaged throughout all the divisions, with implementation governance assigned to a business line. In addition to providing guidance on using architecture frameworks, including business planning, project/portfolio management, and operations management, the EA program is sponsored by the Chief Information Officer (CIO).

You have been asked to decide on the next steps for the migration planning.

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

- A. You conduct a series of Compliance Assessments to ensure that the architecture is being implemented according to the contract. The Compliance Assessment verifies 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.
- B. You examine how the Implementation and Migration Plan affects the other frameworks being used in the organization. You coordinate the planning with the business planning, project/portfolio management, and operations management frameworks. You assign a business value to each project, considering the available resources and how well they align with the strategy. You then update the architecture roadmap and the Implementation and Migration Plan.
- C. You update the Architecture Definition Document, which includes setting project objectives and documenting the final requirements. This will ensure that the architecture remains relevant and responsive to the needs of the enterprise. You then produce an Implementation Governance Model to manage the lessons learned prior to finalizing the Implementation and Migration Plan. You recommend that lessons learned be applied as changes to the architecture without review.
- D. You assess the business value for each project by applying the Business Value Assessment Technique. The assessment should focus on return on investment and performance evaluation criteria to prioritize the most progress of the architecture transformation. You confirm and plan a series of Transition Architecture phases using an Architecture Definition Increments Table. You document the lessons learned and generate the final Implementation and Migration Plan.

正解： B

解説:

Context of the Scenario

The organization is currently in the Migration Planning phase, which corresponds to Phase F of the TOGAF ADM (Architecture Development Method). The key activities for this phase involve:

Evaluating dependencies and impacts on other organizational frameworks.

Aligning the roadmap and migration plan with strategic objectives and available resources.

Addressing the risks of transitioning from the current architecture to the target architecture using a phased approach.

The deliverables (Architecture Roadmap, Capability Assessment, etc.) and assessments (Gap Analysis, Risk Assessment, Transformation Readiness) have already been developed. The next step is to refine and finalize the migration planning.

Option Analysis

Option A:

While updating the Architecture Definition Document could ensure alignment, this step was completed in earlier phases (B, C, D). At this stage, further changes to the architecture must go through a formal governance review, and applying lessons learned without review contradicts TOGAF principles.

Producing an Implementation Governance Model is more relevant in Phase G (Implementation Governance), not in Phase F.

Conclusion: Incorrect, as it suggests revisiting earlier steps and does not align with the current phase.

Option B:

Conducting Compliance Assessments ensures the architecture is implemented correctly, but this is a task for Phase G (Implementation Governance) after migration planning has been finalized and implementation begins.

Deployment of monitoring tools is also part of implementation and governance activities, not migration planning.

Conclusion: Incorrect, as it focuses on tasks belonging to a later phase.

Option C:

Examining how the Implementation and Migration Plan affects other organizational frameworks is critical in Phase F, as TOGAF

emphasizes alignment with business planning, project/portfolio management, and operations management.

Assigning business value to each project ensures prioritization and optimal allocation of resources.

Updating the Architecture Roadmap and the Implementation and Migration Plan based on this analysis ensures strategic alignment and readiness for implementation.

Conclusion: Correct, as it addresses the key objectives of the Migration Planning phase comprehensively.

Option D:

Applying the Business Value Assessment Technique is valid for prioritizing initiatives but is a limited aspect of Migration Planning.

Planning Transition Architecture phases and documenting lessons learned are valid, but this does not address broader organizational impacts or dependencies as effectively as Option C.

Conclusion: Narrow focus; less comprehensive than Option C.

Reference to TOGAF

Phase F (Migration Planning): The focus is on aligning the migration plan with business objectives, considering organizational dependencies, and prioritizing projects (TOGAF 9.2, Chapter 12).

Architecture Roadmap and Implementation Plan: Updated to reflect changes in priorities and alignment with business frameworks (TOGAF 9.2, Section 12.4).

Framework Integration: Collaboration with other frameworks (e.g., business planning, portfolio management) ensures alignment across the organization (TOGAF 9.2, Section 6.5.2).

Business Value Assessment Technique: Used to prioritize initiatives based on return on investment and performance criteria (TOGAF 9.2, Section 24.4).

質問 # 135

Full Scenario (Complete and Unmodified):

You are employed as an Enterprise Architect at a healthcare company. The company operates over 250 hospitals and is dedicated to transforming healthcare with new ideas and advancements. The company has multiple divisions including surgery centers, freestanding emergency departments, urgent care clinics, and physician practices. They also develop and supply a range of products and services, many with specialized systems and clinical needs.

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. The Chief Information Officer (CIO) is the sponsor of the Enterprise Architecture program.

Healthcare is a highly controlled sector, and the company must maintain robust security practices to keep patient information private and prevent data breaches. The company shares electronic health records with multiple providers and has standardized its medical coding for billing and reporting.

Many of the company's rivals have begun using 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 implement AI-based solutions in the company.

The project has been established and you have been assigned to work on it. Stakeholders, concerns, and business requirements have been identified. The stakeholders have made it clear that timely implementation of changes can be life-critical, and that changes should be focused on improving patient outcomes. They also have a concern about disruption due to the changes and require the systems to preserve clinical data access and maintain critical life-support systems during any outages.

The scope of what is inside and what is outside the architecture efforts has now been confirmed. Your task is to revisit and review the Architecture Principles, as they form part of the constraints on architecture work.

Question:

The EA team leader has asked you to explain which Architecture Principles are most relevant for this project.

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

(Assume the company follows the example Architecture Principles from the TOGAF ADM Techniques - Architecture Principles chapter.)

- A. Common Vocabulary and Data Definitions, Data Security, Requirements-Based Change
- B. Responsive Change Management, Privacy of Principles, Maximize Benefit to the Enterprise
- C. Compliance with the Law, Interoperability, Control Technical Diversity
- D. Common Use Applications, Information Management Is Everybody's Business, Data Is Accessible

正解: A

解説:

Comprehensive and Detailed Explanation From Exact Extract (150-250 words):

Option C is the best answer because it directly aligns with the most critical concerns expressed in the scenario and maps precisely to the example Architecture Principles defined in the TOGAF standard.

The principle Common Vocabulary and Data Definitions is essential in a healthcare environment where standardized medical coding,

shared electronic health records, and cross-provider data exchange are core operational requirements. Without consistent data definitions, AI-based solutions would misinterpret clinical information, leading to unsafe or incorrect outcomes.

Data Security is one of the most fundamental principles in regulated industries such as healthcare. The scenario explicitly highlights privacy, prevention of data breaches, system availability, and protection of life-critical systems. This principle ensures confidentiality, integrity, and availability of patient data, all of which are non-negotiable constraints for architecture work in this context.

Requirements-Based Change ensures that architectural decisions are driven by clearly defined business and clinical requirements rather than technology trends alone. This is particularly important for AI initiatives, where stakeholder concerns emphasize patient outcomes, life-critical timing, and minimal disruption. This principle ensures that AI adoption is justified, traceable, and aligned with healthcare priorities.

The other options either focus too broadly on governance, enterprise-wide benefit, or general accessibility, and do not sufficiently address the clinical safety, data integrity, and requirements-driven nature of the project. Therefore, Option C best reflects TOGAF guidance for this scenario.

質問 # 136

What is the purpose of the Preliminary Phase?

- A. Describing the target architecture.
- **B. Developing an Enterprise Architecture Capability.**
- C. Identifying the stakeholders and their requirements.
- D. Defining the Enterprise Strategy.

正解: B

解説:

An Enterprise Architecture Capability is the ability of the organization to perform effective and efficient architecture work, including the definition, governance, and management of its architectures². The Preliminary Phase involves the following activities¹:

- * Reviewing the organizational context, scope, and drivers for conducting Enterprise Architecture
 - * Establishing the Architecture Capability desired by the organization, including the maturity level, roles, responsibilities, processes, and tools
 - * Defining and establishing the Organizational Model for Enterprise Architecture, which describes how the architecture function is organized and integrated within the enterprise
 - * Defining and establishing the Architecture Governance framework, which provides the mechanisms for ensuring the quality, consistency, and compliance of the architecture work
 - * Selecting and implementing the tools that support the Architecture Capability, such as repositories, modeling tools, and communication tools
 - * Defining the Architecture Principles that will guide and constrain the architecture work, based on the business principles, goals, and drivers of the organization
 - * Defining the Organization-Specific Architecture Framework, which is an adaptation of the generic TOGAF ADM to suit the specific requirements, standards, and practices of the organization
- The Preliminary Phase is essential for preparing the organization for the successful development and implementation of its architectures, as well as for ensuring the alignment of the architecture work with the business strategy and objectives¹.

質問 # 137

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