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最新的 Enterprise Architecture OGEA-102 免費考試真題 (Q19-Q24):

問題 #19

Please read this scenario prior to answering the question

You are employed as an Enterprise Architect within a clinical research and health technologies company. The company is 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 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. 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 the preferred approach for projects.

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 investigate the implementation of AI in the company.

Areas for evaluation include:

How can staff use AI daily in their current roles?

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

How can AI 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 polices have been put in place for responsible use of AI.

Refer to the scenario

You have been assigned to the architecture development and asked how to address the concerns and manage risk for the project. How do you begin?

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

- A. You recommend creation of a simple solution concept diagram to show how the stakeholders will be impacted, and the benefits to the firm. You would also create a benefits diagram showing the various opportunities from adoption of AI-based solutions. A meeting should be held with the main stakeholders to review the diagrams. They can then decide the priorities and sequencing decisions for the architecture development. Risk will be evaluated when defining the Architecture Roadmap.
- B. You recommend that all the stakeholders be identified, and a Communications Plan created to address the most powerful and influential stakeholders. This plan should include a report that summarizes the key features of the architecture with respect to each division 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.
- C. You recommend that an analysis of the stakeholders is carried out. This will allow the architects to define groups of 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.
- D. You recommend that models be created for the Draft Business, Data,Application, and Technology Architectures. These can be used to minimize risk, and make sure that the system meets the local regulations for each division. Together with the problem description, and requirements, these should be included in the Architecture Vision document. A formal review should be held with the stakeholders to verify that their concerns are included in the Architecture Vision.

答案：C

解題說明：

In this scenario you are right at the start of an ADM cycle: a Request for Architecture Work has been approved to investigate AI, and there are strong stakeholder concerns and risk questions. According to the TOGAF standard, the correct place to start is Phase A: Architecture Vision, with a strong focus on stakeholder management and capturing their concerns and required views.

Option A is the only answer that correctly reflects this:

Stakeholder analysis & Stakeholder Map (Phase A core task)

TOGAF explicitly states that in Phase A you must:

Identify stakeholders

Analyze and group them by common concerns

Use a Stakeholder Map to understand their influence, interest, and required engagement Determine which views/viewpoints are needed to address their concerns in the architecture description coe.qualiware.com+1 Option A says:

"analysis of the stakeholders ... define groups of 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." This is exactly how TOGAF describes stakeholder management and views in Phase A:

Stakeholder Map to classify and prioritize stakeholders

Concerns and required views captured and traced

These elements feeding into the Architecture Vision deliverable Visual Paradigm TOGAF+1 Concerns, views, and Architecture Vision TOGAF emphasizes that architecture views are constructed to address specific stakeholder concerns; you do not just build generic models. opengroup.org+1 Option A explicitly links concerns → views → Architecture Vision, which aligns with TOGAF guidance for early phases.

Capturing this in the Architecture Vision provides a high-level, shared understanding of what the AI initiative is trying to achieve and how stakeholder issues (e.g., responsible AI, risk processes, change in way of working) will be addressed.

Risk management and "architecting with agility"

In the scenario, the CIO has encouraged architecting with agility. TOGAF is compatible with incremental and iterative development of the target architecture, especially when there is high uncertainty and risk. conexiam.com Option A includes:

"a requirement that there be progressive development of the target architecture to ensure there is regular feedback." This "progressive development" and frequent feedback loop is exactly how you mitigate risk in an AI-heavy, change-sensitive initiative:

Frequent stakeholder feedback

Early validation of assumptions

Ability to adjust scope, constraints, and principles as risk and understanding evolve This directly addresses management's worry about the change in the way of working and whether risk management and responsible AI policies are adequate: these become explicit stakeholder concerns and requirements that are iteratively refined.

Why the other options are weaker / not TOGAF-aligned as a starting point Option B Focuses mainly on a Communications Plan and powerful stakeholders.

While TOGAF does expect a stakeholder communications plan, it is derived from a proper stakeholder analysis and Stakeholder Map, not a substitute for it.

It also treats risk as a "component of the architecture" rather than something to be addressed early through stakeholder concerns, principles, and iteration.

Option C

Jumps straight to a solution concept diagram and benefits diagram and defers risk evaluation to when the Architecture Roadmap is defined (Phase E).

In TOGAF, risk and stakeholder concerns must be addressed already in Phase A and refined throughout, not postponed to roadmap development.

Option D

Proposes creating draft Business, Data, Application, and Technology models and putting them into the Architecture Vision.

This is too detailed for the starting point: Phase A is about high-level vision, not full draft core architecture models (those belong in Phases B, C, D).

It also doesn't emphasize Stakeholder Mapping and grouping by concerns, which is central to resolving the worries about way of working, risk, and responsible AI.

In summary, Option A is the best and TOGAF-consistent way to begin:

Start in Phase A: Architecture Vision

Perform stakeholder analysis and create a Stakeholder Map

Define stakeholder concerns and relevant views

Record them in the Architecture Vision

Add an explicit requirement for progressive (iterative) development of the target architecture for continuous feedback and risk mitigation

問題 #20

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 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.
- B. 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.
- 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 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.

答案：C

解題說明：
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 architecture12 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 process3 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

問題 #21
Please read this scenario prior to answering the question
Your role is consultant to the Lead Architect within a multinational company that manufactures electronic components. The company has several manufacturing divisions located worldwide and a complex supply chain. After a recent study, senior management have stated a concern about business efficiency considering the company's multiple data centers and duplication of applications.
The company has a mature Enterprise Architecture (EA) practice and uses the TOGAF architecture development method in its EA practice. In addition to the EA program, the company has several management frameworks in use, including business planning, project/portfolio management, and operations management. The EA program is sponsored by the CIO.
A strategic architecture has been defined to improve the ability to meet customer demand and improve management of the supply chain. The strategic architecture includes the consolidation of multiple Enterprise Resource Planning (ERP) applications that have been operating independently in the divisions' production facilities.
Each division has completed the Architecture Definition documentation to meet its own specific manufacturing requirements. The enterprise architects have defined a set of work packages that address the gaps identified. They have identified the value produced, effort required, and dependencies between work packages to reach a target architecture that would integrate a new ERP environment into the company.
Because of the risks posed by change from the current environment, the architects have recommended that a phased approach

occurs to implement the target architecture with several transition states. The overall implementation process is estimated to take several years.

Refer to the scenario

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

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

- A. You place the Architecture Definition Document under configuration control. This will ensure that the architecture remains relevant and responsive to the needs of the enterprise. You would identify the development resources to undertake the projects. You would then produce an Implementation Governance Model to manage the lessons learned prior to finalizing the plan. You recommend that lessons learned be applied as changes to the architecture without review.
- B. You estimate the business value for each project by applying the Business Value Assessment Technique to prioritize the implementation projects and project increments. The assessment should focus on return on investment and performance evaluation criteria that can be used to monitor the progress of the architecture transformation. You would confirm and plan a series of Transition Architecture phases using an Architecture Definition Increments Table that lists the projects.
- C. You assess how the Implementation and Migration plan impacts the other frameworks in use in the organization. Minimally, you ensure that the plan is coordinated with the business planning, project/portfolio management and operations management frameworks. You would then assign a business value to each work package, considering available resources and strategic fit. You then use the work packages to identify projects that will be in the Implementation and Migration Plan
- D. You conduct a series of Compliance Assessments to ensure that the architecture is being implemented according to the contract. The Compliance Assessment should verify that the implementation team is using the proper development methodology. It should include deployment of monitoring tools and ensure that performance targets are being met. If they are not met, then you would identify changes to performance requirements and update those in the Implementation and Migration Plan.

答案：B

解題說明：

The Business Value Assessment Technique is a technique that can be used to estimate and compare the business value of the projects and project increments that implement the architecture work packages, which are the sets of actions or tasks that are required to implement a specific part of the architecture. The business value is the measure of the benefits or advantages that the project or project increment delivers to the business, such as increased revenue, reduced costs, improved quality, or enhanced customer satisfaction1 The steps for applying the Business Value Assessment Technique are:

Identify the criteria and factors that are relevant to the business value assessment, such as costs, benefits, risks, and opportunities. The criteria and factors should be aligned with the business goals and drivers that motivate the architecture work, and the stakeholder requirements and concerns that influence the architecture work.

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

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

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

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

References: 1: The TOGAF Standard, Version 9.2, Part III: ADM Guidelines and Techniques, Chapter 28: Business Value Assessment Technique : The TOGAF Standard, Version 9.2, Part II: Architecture Development Method (ADM), Chapter 18: Phase A: Architecture Vision : The TOGAF Standard, Version 9.2, Part II: Architecture Development Method (ADM), Chapter 21: Phase F: Migration Planning : The TOGAF Standard, Version 9.2, Part IV: Architecture Content Framework, Chapter 36: Building Blocks

問題 #22

Please read this scenario prior to answering the question

You are serving as the Lead Architect for an Enterprise Architecture team within a leading multinational biotechnology company. The company works in three major industries, including healthcare, crop production, and agriculture. Your team works within the healthcare division.

The healthcare division is developing a new vaccine, and has to demonstrate its effectiveness and safety in a set of clinical trials that satisfy the regulatory requirements of the relevant health authorities. The clinical trials are undertaken by its research laboratories at

multiple facilities worldwide. In addition to internal research and development activities, the healthcare division is also involved in publicly funded collaborative research projects with industrial and academic partners.

The Enterprise Architecture team has been engaged in an architecture project to develop a secure system that will allow the healthcare researchers to share information more easily about their clinical trials, and work more collaboratively across the organization and also with its partners. This system will also connect with external partners.

The Enterprise Architecture team uses the TOGAF ADM with extensions required to support healthcare manufacturing practices and laboratory practices. Due to the highly sensitive nature of the information that is managed, special care has been taken to ensure that each architecture domain considers the security and privacy issues that are relevant.

The Vice President for Worldwide Clinical Research is the sponsor of the Enterprise Architecture activity. She has stated that disruptions must be minimized for the clinical trials, and that the rollout must be undertaken incrementally.

Refer to the scenario

You have been asked to recommend the approach to identify the work packages for an incremental rollout meeting the requirements.

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

- A. You recommend that the Solution Building Blocks from a Consolidated Gaps, Solutions and Dependencies Matrix be grouped into a set of work packages. Using the matrix as a planning tool, regroup the work packages to account for dependencies. Sequence the work packages into the Capability Increments needed to achieve the Target Architecture, so that the implementation team can schedule the rollout one region at a time to minimize disruption. Document the work packages for the Enterprise Architecture using a Transition Architecture State Evolution Table.

- B. You recommend that a Consolidated Gaps. Solutions and Dependencies Matrix is used as a planning tool for creating work packages. For each gap classify whether the solution is either a new development, purchased solution, or based on an existing product. Group the similar solutions together to define the work packages. Regroup the work packages into a set of Capability Increments to transition to the Target Architecture considering the schedule for clinical trials, and document in an Architecture Definition Increments Table.

- C. You recommend that the set of required Solution Building Blocks be determined by identifying those which need to be developed and which need to be procured. Eliminate any duplicates. Group the remaining Solution Building Blocks together to create the work packages using a CRUD (create, read, update, delete) matrix. Rank the work packages and select the most cost-effective options for inclusion in a series of Transition Architectures. Schedule the roll out of the work packages to be sequential across the geographic regions.

- D. You recommend that an Implementation Factor Catalog is drawn up to indicate actions and constraints. A Consolidated Gaps. Solutions and Dependencies Matrix should also be created. For each gap. identify a proposed solution and classify it as new development, purchased solution, or based on an existing product. Group similar activities together to form work packages. Identify dependencies between work packages factoring in the clinical trial schedules. Regroup the work packages into a set of Capability Increments scheduled into a series of Transition Architectures.

答案：B

解題說明：

A Consolidated Gaps, Solutions and Dependencies Matrix is a technique that can be used to create work packages for an incremental rollout of the architecture. A work package is a set of actions or tasks that are required to implement a specific part of the architecture. A work package can be associated with one or more Architecture Building Blocks (ABBs) or Solution Building Blocks (SBBs), which are reusable components of business, IT, or architectural capability. A work package can also be associated with one or more Capability Increments, which are defined, discrete portions of the overall capability that deliver business value. A Capability Increment can be realized by one or more Transition Architectures, which are intermediate states of the architecture that enable the transition from the Baseline Architecture to the Target Architecture123 The steps for creating work packages using this technique are:

For each gap between the Baseline Architecture and the Target Architecture, identify a proposed solution and classify it as new development, purchased solution, or based on an existing product. A gap is a difference or deficiency in the current state of the architecture that needs to be addressed by the future state of the architecture. A solution is a way of resolving a gap by implementing one or more ABBs or SBBs.

Group similar solutions together to define the work packages. Similar solutions are those that have common characteristics, such as functionality, technology, vendor, or location.

Identify dependencies between work packages, such as logical, temporal, or resource dependencies. Dependencies indicate the order or priority of the work packages, and the constraints or risks that may affect their implementation.

Regroup the work packages into a set of Capability Increments to transition to the Target Architecture. Capability Increments should be defined based on the business value, effort, and risk associated with each work package, and the schedule and objectives of the clinical trials. Capability Increments should also be aligned with the Architecture Vision and the Architecture Principles.

Document the work packages and the Capability Increments in an Architecture Definition Increments Table, which shows the mapping between the work packages, the ABBs, the SBBs, and the Capability Increments. The table also shows the dependencies, assumptions, and issues related to each work package and Capability Increment.

Therefore, the best answer is B, because it describes the approach to identify the work packages for an incremental rollout meeting the requirements, using the Consolidated Gaps, Solutions and Dependencies Matrix as a planning tool.

問題 #23

You are working as an Enterprise Architect at a large company. The company runs many retail stores as well as an online marketplace that allows hundreds of brands to partner with the company. 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).

Many of the stores remain open all day and night. Each store uses a standard method to track sales and inventory, which 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 acquired a major rival. The Chief Executive Officer (CEO) believes that the merger will enable growth through combined offerings and cost savings. The decision has been made to fully integrate the two organizations, including merging retail operations and systems. Duplicated systems will be replaced with one standard retail management system. The CIO expects significant savings from these changes across the newly merged company.

The rival company has successfully implemented the use of hand-held devices within stores for both customers and staff, which has increased satisfaction due to time savings. The CIO has approved the rollout of these devices to all stores but has stated that training should be brief, as there are many part-time employees.

You have been asked to confirm the most relevant architecture principles for this transformation. Based on the TOGAF Standard, which of the following is the best answer?

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

答案：C

解題說明：

In this scenario, the enterprise is undergoing significant transformation due to a merger and the adoption of new technology (hand-held devices). Several key principles from TOGAF's ADM Techniques-particularly those focused on promoting enterprise-wide standardization, adaptability, and data utilization-are pertinent here:

Maximize Benefit to the Enterprise:

This principle emphasizes that all architectural decisions should deliver maximum business value. Given that the company is integrating systems to cut costs and improve offerings, maximizing the benefit is crucial. Ensuring that the EA efforts align with enterprise-wide benefits supports the goal of optimizing costs and enhancing offerings, which aligns with the CEO's vision for the merger.

Common Use Applications:

Standardizing applications across the merged entity will be essential to achieve cost savings and to simplify operations. The goal of reducing the number of applications fits with this principle, ensuring that reusable and widely adopted applications support business functions across the organization. Adopting this principle will also aid in harmonizing the systems from both organizations and avoiding unnecessary diversity.

Data is an Asset:

Data plays a central role in the company's operations, especially with the use of AI-driven inventory management and the integration of systems. Treating data as an asset is essential for reliable and accurate decision-making. This principle ensures that data is viewed as a critical enterprise resource and is managed with care, maintaining integrity, accuracy, and value.

Responsive Change Management:

The organization's ability to adapt quickly and effectively to changes, such as integrating new handheld devices and merging systems, is essential. This principle will facilitate the smooth transition required for integrating the new handheld devices and the merger-related system updates while minimizing disruption to store operations.

Technology Independence:

Since the enterprise will likely encounter varied technologies from the merger, it is crucial to maintain flexibility. This principle advocates for using technology solutions that are adaptable and not bound to a single vendor or specific technology. This ensures that the enterprise can integrate various technological components from both organizations and evolve with minimal constraints.

These principles align well with TOGAF's broader recommendations for guiding architectural changes, as found in Section 2.6 of the TOGAF ADM Techniques. They ensure that the EA practice is aligned with business objectives while maintaining flexibility, data integrity, and a focus on enterprise-wide benefits. These guiding principles are critical for the successful execution of the integration

and adoption of new technologies while achieving cost efficiencies and improving service delivery.

For reference, TOGAF's ADM Techniques highlight the importance of architectural principles in guiding transformational initiatives, ensuring that decisions are made consistently across the enterprise. Each principle supports organizational agility, system integration, and the efficient use of technology resources, all of which are vital for the enterprise's stated objectives.

問題 #24

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