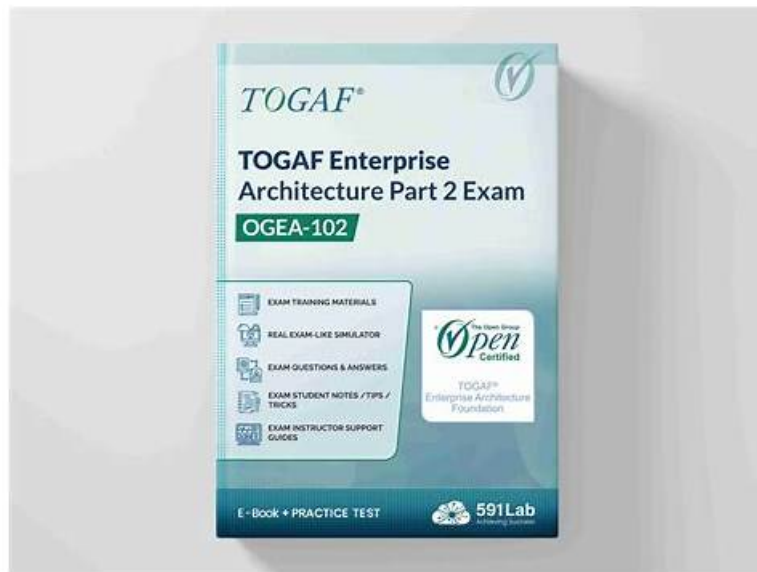


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The Open Group TOGAF Enterprise Architecture Part 2 Exam Sample Questions (Q28-Q33):

NEW QUESTION # 28

Please read this scenario prior to answering the question

You are working as the Chief Enterprise Architect within a law firm specializing in personal injury cases. Many of the firm's competitors have improved their litigation strategies, and efficiency by streamlining their processes using Artificial Intelligence (AI). The CIO has approved a Request for Architecture Work to examine the use of Machine Learning in defining a new AI-driven litigation and finance process for the firm. This process would instruct the lawyers and analysts as to what tasks and portfolio they should work on. The key objectives are to increase task profitability, maximize staff utilization, and increase individual profitability. The CIO has emphasized that the architecture should enable the fast implementation of continuous Machine Learning. The solution

will need to be constantly measured for delivered value and be quickly iterated to success.

Some of the partners have expressed concerns about letting the AI make the decisions, others about the risks associated with use of it for the type of service they deliver. The CIO wants to know if these concerns can be addressed, and how risks will be covered by a new architecture enabling AI and Machine Learning.

Refer to the scenario

You have been asked to respond to the CIO recommending an approach that would enable the development of an architecture that addresses the concerns of the CIO and the concerns of the partners.

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

- A. You recommend creation of a set of business models that can be applied uniformly across all architecture projects. The stakeholders will be trained to understand the business models to ensure they can see that their concerns are being addressed. Risk will be addressed once the Security Architecture is developed, which will happen later to avoid slowing down the agility required by the CIO.
- B. You recommend that all possible models be created for each candidate architecture that will enable the AI and Machine Learning solution. 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. Agility will be considered during Phase G Implementation Governance.
- C. You recommend that a Communications Plan be created to address the key stakeholders, the most powerful and influential partners. This plan should include a report that summarizes the key features of the architecture reflecting their requirements. You will check with each key stakeholder that their concerns are being addressed. Risk mitigation and agility will be explicitly addressed as a component of the architecture being developed.
- **D. You recommend that an analysis of the stakeholders is undertaken resulting in documenting the stakeholders and their concerns in a Stakeholder Map. The concerns and relevant views should then be defined for each group and recorded in the Architecture Vision document. The requirements will include risk mitigation through regular assessments. This will also allow a supervised agile implementation of the continuous Machine Learning.**

Answer: D

Explanation:

A Stakeholder Map is a technique that can be used to identify and classify the stakeholders of the architecture work, and to document their key interests, requirements, and concerns. A stakeholder is any person, group, or organization that has a stake in the outcome of the architecture work, such as the sponsor, the client, the users, the suppliers, the regulators, or the competitors. A Stakeholder Map can help to understand the needs and expectations of the stakeholders, and to communicate and engage with them effectively¹ The steps for creating a Stakeholder Map are:

Identify the stakeholders of the architecture work, using various sources and methods, such as interviews, surveys, workshops, or existing documents.

Classify the stakeholders according to their roles, responsibilities, and relationships, using various criteria and dimensions, such as power, influence, interest, attitude, or impact.

Define the concerns and relevant views for each stakeholder group, using various techniques, such as business scenarios, use cases, or value propositions. A concern is a key interest or issue that is relevant to the stakeholder, such as a goal, a problem, a need, or a risk. A view is a representation of the system of interest from the perspective of one or more stakeholders and their concerns.

Record the stakeholders and their concerns in a Stakeholder Map, which shows the mapping between the stakeholder groups, the concerns, and the views. The Stakeholder Map also shows the dependencies, assumptions, and issues related to each stakeholder and concern.

Therefore, the best answer is B, because it recommends the approach that would enable the development of an architecture that addresses the concerns of the CIO and the partners, using the Stakeholder Map technique. The answer covers the following aspects:

An analysis of the stakeholders is undertaken, which involves identifying, classifying, and defining the stakeholders and their concerns.

The stakeholders and their concerns are documented in a Stakeholder Map, which provides a clear and comprehensive picture of the stakeholder landscape and their interests.

The concerns and relevant views are recorded in the Architecture Vision document, which is the output of Phase A: Architecture Vision 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. The Architecture Vision defines the scope and approach of the architecture work, and establishes the business goals and drivers that motivate the architecture work. The Architecture Vision also involves obtaining the approval and commitment of the sponsors and other key stakeholders, and initiating the Architecture Governance process² The requirements include risk mitigation through regular assessments, which involves identifying, analyzing, and evaluating the risks that may affect the architecture, and determining the appropriate measures or actions to prevent, reduce, or mitigate the risks. Risk mitigation can also involve monitoring and reviewing the risk situation, and communicating and reporting the risk status and actions³ This approach also allows a supervised agile implementation of the continuous Machine Learning, which involves applying agile principles and practices to the architecture development and implementation, such as iterative and incremental

delivery, frequent feedback, collaboration, and adaptation. A supervised agile implementation can help to ensure the quality, value, and alignment of the architecture, and to respond to the changing needs and expectations of the stakeholders.

NEW QUESTION # 29

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 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.
- 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 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.

Answer: D

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 # 30

Please read this scenario prior to answering the question

You are the Chief Enterprise Architect at a large food service company specializing in sales to trade and wholesale, for example, restaurants and other food retailers.

One of your company's competitors has launched a revolutionary product range and is running a very aggressive marketing campaign. Your company's resellers are successively announcing that they are not interested in your company's products and will sell your competitor's.

The CEO has stated there must be significant change to address the situation. He has made it clear that new markets must be found for the company's products, and that the business needs to pivot, and address the retail market as well as the existing wholesale market.

A consideration is the company's ability and willingness to change its business model, and if it is a temporary or permanent change.

An additional risk factor is one of culture. The company has been used to a stable business with a reasonably well known and settled client base - all with its own local understandings and practices.

The CEO is the sponsor of the EA program within the company. You have been engaged with the sales, logistics, production, and marketing teams, enabling the architecture activity to start. An Architecture Vision, Architecture Principles, and Requirements have all been agreed. As you move forward to develop a possible Target Architecture you have identified that some of the key stakeholders' preferences are incompatible. The incompatibilities are focused primarily on time-to-market, cost savings, and the need to bring out a fully featured product range, but there are additional factors.

Refer to the scenario

You have been asked how you will address the incompatibilities between key stakeholder preferences.

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

- A. You would seek to understand value preferences and priorities of the stakeholders. You would develop alternative Target Architectures, highlighting the gaps between current state and the alternatives. You would consider combining features from one or more alternatives in collaboration with the stakeholders. A formal stakeholder review should then be held to decide which alternative is fit for purpose and should be moved forward with. You will then secure the funding required.
- B. You would review the Stakeholder Map and ensure that you have addressed and represented the concerns of all department heads. You will involve them in resolving the incompatibilities. The Communications Plan should include a report that summarizes the key features of the architecture with and how incompatibilities were resolved to reflects the stakeholders' requirements. You will check with each key stakeholder they are satisfied with how the incompatibilities have been resolved.
- C. You would use the Architecture Vision, Principles, and Requirements to define a set of criteria for alternatives and create a set of architecture views to illustrate the impact of the alternative Target Architectures. You would identify the impact on planned projects. You would understand the strengths and weaknesses of the alternatives. You would conduct a formal stakeholder review to decide which alternative to move forward with. You will determine the funding required.
- D. You recommend that since the CEO has stated that the company must pivot, it is better to compromise on a full product range rather than time-to-market. You would develop just enough of the Target Architecture to demonstrate fitness of the proposed approach. You would limit the description to just where there is a gap between the current baseline. You would seek approval by the stakeholders to move forward with developing the Target Architecture in detail.

Answer: C

Explanation:

According to the TOGAF standard, the Target Architecture is the description of a future state of the architecture being developed for an organization. It should be aligned with the Architecture Vision, Principles, and Requirements that have been agreed with the stakeholders. To address the incompatibilities between key stakeholder preferences, the TOGAF standard recommends creating and evaluating multiple alternative Target Architectures that meet different sets of criteria. These criteria should reflect the value preferences and priorities of the stakeholders, as well as the business drivers and objectives. The alternative Target Architectures should be illustrated using a set of architecture views that show the impact of each alternative on the business, data, application, and technology domains. The impact on planned projects should also be identified and analyzed. The strengths and weaknesses of each alternative should be understood and documented. A formal stakeholder review should then be conducted to decide which alternative is the most fit for purpose and should be moved forward with. The funding required for implementing the chosen alternative should also be determined and secured. References:

The TOGAF Standard, Version 9.2 - Phase B: Business Architecture - The Open Group The TOGAF Standard, Version 9.2 -

Phase C: Information Systems Architectures - The Open Group

[The TOGAF Standard, Version 9.2 - Phase D: Technology Architecture - The Open Group]

[The TOGAF Standard, Version 9.2 - Phase E: Opportunities and Solutions - The Open Group]

[The TOGAF Standard, Version 9.2 - Phase F: Migration Planning - The Open Group]

NEW QUESTION # 31

You are working as an Enterprise Architect within an Enterprise Architecture (EA) team at a multinational energy company. The company is committed to becoming a net-zero emissions energy business by 2050. To achieve this, the company is focusing on shifting to renewable energy production and adopting eco-friendly practices.

The EA team, which reports to the Chief Technical Officer (CTO), has been tasked with overseeing the transformation to make the company more effective through acquisitions. The company plans to fully integrate these acquisitions, including merging operations and systems.

To address the integration challenges, the EA team leader wants to know how to manage risks and ensure that the company succeeds with the proposed changes. Based on the TOGAF Standard, which of the following is the best answer?

- A. The EA team should develop Business Architecture views that demonstrate how stakeholder concerns are addressed and assess each factor for readiness, urgency, and degree of difficulty.
- B. The EA team should evaluate the company's readiness for change by identifying factors that will impact the transformation. These factors will be used to determine initial risks associated with the initiative.
- C. The EA team should document the risks associated with the transformation in an Implementation Factor Catalog to inform

decisions during implementation and deployment.

- D. The EA team should create a Business Scenario to fully describe the business problem that is being addressed by the transformation. Once requirements are identified, they should be evaluated in terms of risks. Any residual risks should be escalated to the Architecture Board.

Answer: D

NEW QUESTION # 32

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

Answer: B

NEW QUESTION # 33

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