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The Open Group TOGAF Enterprise Architecture Part 2 Exam Sample Questions (Q11-Q16):

NEW QUESTION # 11

Please read this scenario prior to answering the question

Your role is that of a consultant to the Lead Enterprise Architect to an international supplier of engineering services and automated manufacturing systems. It has three manufacturing plants where it assembles both standard and customized products for industrial production automation. Each of these plants has been operating its own planning and production scheduling systems, as well as applications and control systems that drive the automated production line.

The Enterprise Architecture department has been operating for several years and has mature, well-developed architecture governance and development processes that are based on the TOGAF Standard. The CIO sponsors the Enterprise Architecture. During a recent management meeting, a senior Vice-President highlighted an interview where a competitor company's CIO is reported as saying that their production efficiency had been improved by replacing multiple planning and scheduling systems with a common Enterprise Resource Planning (ERP) system located in a central data center. Some discussion followed, with the CIO responding that the situations are not comparable, and the current architecture is already optimized.

In response, the Architecture Board approved a Request for Architecture Work covering the investigations to determine if such an architecture transformation would lead to improvements in efficiency. You have been assigned to support the architecture team working on this project.

A well-known concern of the plant managers is about the security and reliability of driving their planning and production scheduling from a remote centralized system. Any chosen system would also need to support the current supply chain network consisting of local partners at each of the plants.

Refer to the scenario

You have been asked to explain how you will initiate the architecture project.

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

- A. You would hold a series of interviews at each of the manufacturing plants using the business scenarios technique. This will allow you to understand the systems and integrations with local partners. You would use stakeholder analysis to identify key players in the engagement, and to understand their concerns. You will then identify and document the key high-level stakeholder requirements for the architecture. You will then generate high level definitions of the baseline and target architectures.
- B. You would develop baseline and target Architectures for each of the manufacturing plants, ensuring that the views corresponding to selected viewpoints address key concerns of the stakeholders. A business case, together with performance metrics and measures should be defined to ensure the architecture meets the business needs. A consolidated gap analysis between the architectures will then validate the approach and determine the capability increments needed to achieve the target state.
- C. You would research vendor literature and conduct a series of briefings with vendors that are on the current approved supplier list. Based on the findings from the research, you would define a preliminary Architecture Vision including summary views, high-level requirements, and high-level definitions of the baseline and target environments from a business, information systems, and technology perspective. You would then use that to build consensus among the key stakeholders.
- D. You would conduct a pilot project that will enable vendors to demonstrate potential off-the-shelf solutions that address the concerns of the stakeholders. Running a pilot project will save time and money later in the process. Based on the findings of that pilot project, a complete set of requirements can then be developed that will drive the evolution of the architecture. Once the requirements are completed, a formal stakeholder review should be held, and permission sought to proceed to develop the target architecture.

Answer: A

Explanation:

The best answer is C. You would hold a series of interviews at each of the manufacturing plants using the business scenarios technique. This will allow you to understand the systems and integrations with local partners. You would use stakeholder analysis to identify key players in the engagement, and to understand their concerns. You will then identify and document the key high-level stakeholder requirements for the architecture. You will then generate high level definitions of the baseline and target architectures.

This answer is based on the TOGAF standard, which recommends the following steps to initiate the architecture project1:

Establish the architecture project

Identify stakeholders, concerns, and business requirements

Confirm and elaborate business goals, business drivers, and constraints Evaluate business capabilities Assess readiness for business transformation Define scope Confirm and elaborate Architecture Principles, including business principles Develop Architecture Vision Define the Target Architecture value propositions and KPIs Identify the business transformation risks and mitigation activities

Secure stakeholder and sponsor approval The answer C covers most of these steps, by using the business scenarios technique to elicit and validate the business requirements, goals, drivers, and constraints, as well as the current and future states of the architecture2. The answer C also uses stakeholder analysis to identify and engage the key stakeholders, and to address their concerns and expectations3. The answer C also generates high level definitions of the baseline and target architectures, which can be used to develop the Architecture Vision and the value propositions4.

The other answers are not the best approach for architecture development, because:

Answer A focuses on researching vendor literature and conducting briefings with vendors, which is not the best way to understand the business needs and the current situation of the enterprise. Answer A also defines a preliminary Architecture Vision without involving the stakeholders or validating the requirements, which may lead to misalignment and lack of consensus.

Answer B conducts a pilot project that will enable vendors to demonstrate potential solutions, which is premature and costly at this stage of the architecture project. Answer B also does not address the stakeholder concerns or the current systems and integrations, which may result in gaps and risks. Answer B also develops the requirements after the pilot project, which may not reflect the actual business needs and goals.

Answer D develops baseline and target architectures for each of the manufacturing plants, which may not consider the enterprise-wide perspective and the potential benefits of a common ERP system. Answer D also does not involve the stakeholders or address their concerns, which may result in resistance and conflict. Answer D also does not define the business case or the performance metrics, which are essential for demonstrating the value and feasibility of the architecture.

NEW QUESTION # 12

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. 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.
- 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. 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.

- 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 # 13

Scenario

You are working as an Enterprise Architect within an Enterprise Architecture (EA) team at a large government agency. The agency has multiple divisions.

The agency has a well-established EA practice and follows the TOGAF standard as its method for architecture development. Along with the EA program, the agency also uses various management frameworks, including business planning, project/portfolio management, and operations management. The EA program is sponsored by the Chief Information Officer (CIO), who has actively promoted architecting with agility within the EA department as her preferred approach for projects.

The government has mandated that the agency prepare themselves for an Artificial Intelligence (AI)-first world, which they have called their "AI-first" plan. As a result, the agency is looking to determine the impact and role that AI will play moving forward. The CIO has approved a Request for Architecture Work to look at how AI can be used for services across the agency. She has noted that digital platforms will be a priority for investment in order to scale the AI applications planned. Using AI to automate tasks and make things run smoother is seen as a big advantage. Process automation and improved efficiency from manual, repetitive activities have been identified as the key benefits of applying generative AI to their agency's business. This will include back-office automation, for example, for help center agents who receive hundreds of email inquiries. This should also improve services for citizens by making them more efficient and personalized, tailored to each individual's needs.

Many of the agency leaders are worried about relying too much on AI. Some leaders think their employees will need to learn new skills. Some employees are worried they might lose their jobs to AI. Other leaders worry about security and cyber resilience in the digital platforms needed for AI to be successful.

The leader of the Enterprise Architecture team has asked for your suggestions on how to address the concerns, and how to manage the risks of a new architecture for the AI-first project.

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

- A. You recommend conducting an analysis of the stakeholders. This involves documenting the positions, concerns, issues, and cultural factors of each group. This information will shape how the architecture is to be presented and communicated. The concerns and relevant views can then be defined for each group and recorded in the Architecture Vision document. The requirements for addressing risk should be recorded in the Architecture Requirements Specification and checked through regular assessments and feedback.
- B. You recommend conducting an analysis that separates the different types of stakeholders into groups. They can be divided into categories: corporate functions, end-user organization, project team, external vendors, and external partners. A model will be developed for each stakeholder category to ensure that all the necessary information and actions are taken into account. Meetings will be arranged with stakeholders to verify that their concerns have been adequately addressed. Risk management will be included in this process.
- C. You recommend creating an Organization Map to display the links between different parts of the agency. This will help the EA team to find and involve all areas of the agency impacted by this strategic change. Multiple business models should then be created that can be applied to AI-related projects. A meeting will be held with the stakeholders to teach them how to interpret the models and see how their concerns are being addressed. Risk will be managed as part of the Security Architecture development.
- D. You recommend that the key stakeholders be formally identified. This should include those who will be most helpful for the change to be successful. A Communication Plan should be made to address their needs. This plan should include a report that summarizes the key features of the architecture based on stakeholder requirements and addressing concerns. You communicate with each key stakeholder to make sure their concerns are being addressed. You make sure that the architecture being developed clearly addresses risk management.

Answer: A

Explanation:

Comprehensive and Detailed Step-by-Step Explanation

Context of the Scenario

The agency is initiating a strategic "AI-first" plan to transform processes using AI and improve efficiency while ensuring service improvements for citizens. Several stakeholder concerns have been raised, such as:

Job security for employees.

Skill development for adapting to new technologies.

Cybersecurity and resilience risks due to reliance on digital platforms.

TOGAF emphasizes the importance of stakeholder management, communication, and risk management to ensure successful adoption and implementation of new architecture. These concerns need to be addressed methodically by gathering requirements, analyzing stakeholder positions, and ensuring proper communication of risks and benefits.

Option Analysis

Option A:

Strengths:

Proposes creating an Organization Map to identify the links between different parts of the agency and the impact of the strategic change.

Suggests holding stakeholder meetings to address concerns.

Includes managing risks as part of Security Architecture development.

Weaknesses:

Focusing solely on creating business models and teaching stakeholders how to interpret them does not directly address cultural and positional concerns about job loss, skill development, and security.

Risk management is addressed as part of Security Architecture development but lacks broader integration into stakeholder requirements.

Conclusion: Incorrect, as it fails to systematically document stakeholder concerns and map them into requirements and architecture decisions.

Option B:

Strengths:

Highlights the importance of formal stakeholder identification and creating a Communication Plan.

Suggests addressing stakeholder concerns through communication and risk management.

Weaknesses:

Does not go into detail on analyzing stakeholder concerns, cultural positions, or specific requirements.

Lacks the inclusion of stakeholder feedback in architecture artifacts like the Architecture Vision or Requirements Specification, which are critical TOGAF outputs.

Conclusion: Incorrect, as it does not include a systematic and structured approach for stakeholder analysis and integration into architecture deliverables.

Option C:

Strengths:

Emphasizes conducting a thorough stakeholder analysis to document concerns, positions, and cultural factors, which aligns with TOGAF's approach in Phase A (Architecture Vision).

Ensures stakeholder views and requirements are recorded in the Architecture Vision document and reflected in the Architecture Requirements Specification.

Includes continuous assessment and feedback, ensuring concerns are addressed and risks managed effectively.

Aligns with TOGAF's principle of involving stakeholders in architecture development to ensure alignment and success.

Weaknesses:

Could further detail how risk management is included across all phases, but this is implied through integration into the Architecture Requirements Specification.

Conclusion: Correct, as it provides a structured and detailed approach for addressing stakeholder concerns and managing risks within TOGAF's framework.

Option D:

Strengths:

Suggests categorizing stakeholders into groups and creating models for each category.

Proposes arranging meetings to verify that concerns have been addressed.

Includes risk management as part of the process.

Weaknesses:

Dividing stakeholders into generic categories (e.g., corporate functions, project team) may not adequately capture specific cultural factors and concerns raised in the scenario.

Lacks integration of stakeholder feedback into architecture deliverables such as the Architecture Vision and Architecture Requirements Specification.

Conclusion: Incorrect, as it provides a generalized and less targeted approach to stakeholder concerns compared to Option C. TOGAF Reference

Stakeholder Management (Phase A): TOGAF emphasizes analyzing stakeholders' positions, concerns, and issues to shape architecture development and communication (TOGAF 9.2, Section 24.2).

Architecture Vision: Captures high-level requirements and stakeholder views to ensure alignment with business goals (TOGAF 9.2, Section 6.2).

Architecture Requirements Specification: Records detailed requirements, including those related to risk management, to guide the development of target architectures (TOGAF 9.2, Section 35.5).

Iterative Feedback: Regular assessments and feedback loops are critical to ensure stakeholder concerns are addressed effectively throughout the ADM cycle.

By selecting Option C, the approach adheres to TOGAF's principles of stakeholder analysis, communication, and integration of concerns into architecture development.

NEW QUESTION # 14

Scenario

Your role is that of an Enterprise Architect, reporting to the Chief Enterprise Architect, at a technology company.

The company uses the TOGAF standard as the method and guiding framework for its Enterprise Architecture (EA) practice. The Chief Technology Officer (CTO) is the sponsor of the activity. The EA practice uses an iterative approach for its architecture development. This has enabled the decision-makers to gain valuable insights into the different aspects of the business.

The nature of the business is such that the data and the information stored on the company systems is the company's major asset and is highly confidential. The company employees travel a lot for work and need to communicate over public infrastructure. They use message encryption, secure internet connections using Virtual Private Networks (VPNs), and other standard security measures. The company has provided computer security awareness training for all its staff. However, despite good education and system security, there is still a need to rely on third-party suppliers for infrastructure and software.

The Chief Security Officer (CSO) has noted an increase in ransomware (malicious software used in ransom demands) attacks on companies with a similar profile. The CSO recognizes that no matter how much is spent on education and support, the company could be a victim of a significant attack that could completely lock them out of their important data.

A risk assessment has been completed, and the company has looked for cyber insurance that covers ransomware. The price for this insurance is very high. The CTO recently saw a survey that said 1 out of 4 businesses that paid ransoms could not get their data back, and almost the same number were able to recover the data without paying. The CTO has decided not to get cyber insurance to cover ransom payment.

You have been asked to describe the steps you would take to strengthen the current architecture to improve data protection.

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

- A. You would assess business continuity requirements and analyze the current Enterprise Architecture for gaps. You would recommend changes to address the situation and create a change request. You would engage the Architecture Board to assess and approve the change request. Once approved, you would create a new Request for Architecture Work to begin an ADM cycle to implement the changes.
- B. You would monitor for technology updates from your existing suppliers that could enhance the company's capabilities to detect, react, and recover from an IT security incident. You would prepare and run a disaster recovery planning exercise for a ransomware attack and analyze the performance of the current Enterprise Architecture. Using the findings, you would prepare a gap analysis of the current Enterprise Architecture. You would prepare change requests to address identified gaps. You would add the changes implemented to the Architecture Repository.
- C. You would ensure that the company has in place up-to-date processes for managing change to the current Enterprise Architecture. Based on the scope of the concerns raised, you recommend that this be managed at the infrastructure level. Changes should be made to the baseline description of the Technology Architecture. The changes should be approved by the Architecture Board and implemented by change management techniques.
- D. You would request an Architecture Compliance Review with the scope to examine the company's ability to respond to ransomware attacks. You would identify the departments involved and have them nominate representatives. You would then tailor checklists to address the requirement for increased resilience. You would circulate to the nominated representatives for them to complete. You would then review the completed checklists, identifying and resolving issues. You would then determine and present your recommendations.

Answer: D

Explanation:

Comprehensive and Detailed Step-by-Step Explanation

Context of the Scenario

The scenario highlights significant risks due to ransomware attacks and the need to strengthen the company's Enterprise Architecture to improve data protection and resilience. TOGAF emphasizes the Architecture Compliance Review as a mechanism for ensuring the architecture meets its objectives and addresses specific concerns such as security, resilience, and compliance with organizational goals.

The organization has already conducted a risk assessment but requires actionable steps to:

Address ransomware attack risks.

Increase the resilience of the Technology Architecture.

Ensure proper alignment with governance and compliance frameworks.

Option Analysis

Option A:

Strengths:

Highlights the need for up-to-date processes for managing changes in the Enterprise Architecture.

Recognizes the importance of governance through the Architecture Board and change management techniques.

Weaknesses:

The approach focuses solely on the Technology Architecture baseline but does not address the need for specific steps such as compliance review, gap analysis, or tailored resilience measures for ransomware risks.

It provides a broad and generic approach rather than a targeted plan for ransomware and data protection issues.

Conclusion: Incorrect. While it adheres to governance processes, it lacks specific actions to improve resilience and address the

immediate security concerns.

Option B:

Strengths:

Proposes an Architecture Compliance Review, which is a core TOGAF process used to evaluate architecture implementation against defined objectives, ensuring it is fit for purpose.

Involves identifying stakeholders (departments) and tailoring checklists specific to ransomware resilience.

Emphasizes issue identification and resolution through structured review processes.

Weaknesses:

Does not explicitly address longer-term updates to the Enterprise Architecture, but this can be inferred as a next step following compliance recommendations.

Conclusion: Correct. This is the most suitable approach based on TOGAF principles, as it uses an established process to evaluate and improve the architecture's resilience.

Option C:

Strengths:

Includes monitoring for updates from suppliers to enhance detection and recovery capabilities, which is relevant to addressing ransomware risks.

Proposes a gap analysis to identify shortcomings in the current Enterprise Architecture and recommends addressing gaps through change requests.

Incorporates disaster recovery planning exercises, which are useful for testing resilience.

Weaknesses:

While thorough, the approach lacks the Architecture Compliance Review process, which is a more structured way to ensure the architecture meets resilience requirements.

Monitoring suppliers and running disaster recovery exercises are operational steps rather than strategic architectural improvements.

Conclusion: Incorrect. While it includes valid activities, it does not adhere to TOGAF's structured approach for architecture assessment and compliance.

Option D:

Strengths:

Proposes analyzing business continuity requirements and assessing the architecture for gaps, which is relevant to the scenario.

Suggests initiating an ADM cycle to address gaps, which aligns with TOGAF principles.

Weaknesses:

Focusing on initiating a new ADM cycle may be premature, as the immediate priority is to evaluate the existing architecture and address specific resilience concerns.

Does not mention compliance review or tailored resilience measures for ransomware attacks, which are central to the scenario.

Conclusion: Incorrect. It proposes a broader approach that may not adequately address the immediate concerns highlighted by the CSO.

TOGAF Reference

Architecture Compliance Review: A structured process used to evaluate whether an architecture meets the stated goals, objectives, and requirements (TOGAF 9.2, Chapter 19). It is particularly useful for identifying and addressing resilience requirements in scenarios involving security risks.

Stakeholder Engagement: Identifying and involving stakeholders (e.g., departments) is a critical part of architecture governance and compliance review (TOGAF 9.2, Section 24.2).

Change Management: The Architecture Compliance Review supports identifying necessary changes, which are then managed through governance and change management processes (TOGAF 9.2, Section 21.6).

By choosing Option B, you align with TOGAF's structured approach to compliance, resilience, and addressing security concerns.

NEW QUESTION # 15

Please read this scenario prior to answering the question

You are working as Chief Enterprise Architect at a large Internet company. The company has many divisions, ranging from cloud to logistics. The company has grown rapidly, expanding from initially selling physical books and media to a range of services including an online marketplace, live-streaming eBooks, and cloud services.

Overall management of the numerous divisions has become challenging. Recent high-profile projects have overrun on budget and under delivered, damaging the company's reputation, and adversely impacting its share price. There is a widely held view within the executive management that the organization structure has played a major role in these project failures.

The company has an established Enterprise Architecture program based on the TOGAF standard, sponsored jointly by the Chief Executive Officer (CEO) and Chief Information Officer (CIO). The CEO has decided that the company needs to reorganize its divisions around artificial intelligence and machine learning with a focus on automation. The CEO has worked with the Enterprise Architects to create a strategic architecture for the reorganization, including an Architecture Vision, together with definitions for the four domain architectures. This sets out an ambitious vision of the future of the company over a three-year period. This includes a set of work packages and includes three distinct transformations.

The CIO has made it clear that prior to the approval of the detailed Implementation and Migration plan, the ETeam will need to assess the risks associated with the proposed architecture. He has received concerns from key stakeholders across the company that the proposed reorganization may be too ambitious and there is doubt whether it can produce sufficient value to warrant the risks.

Refer to the scenario

You have been asked to recommend an approach to satisfy these concerns. Based on the TOGAF Standard, which of the following is the best answer?

- A. The Enterprise Architects should evaluate the organization's readiness to undergo change. This will allow the risks associated with the transformations to be identified, classified, and mitigated for. This should include identifying dependencies between the set of changes, including gaps and work packages. It will also identify improvement actions to be worked into the Implementation and Migration Plan. The business value, effort, and risk associated for each transformation should be determined.
- B. The Enterprise Architects should bring together information about potential approaches and produce several alternative target transition architectures. They should 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.
- C. Establishing interoperability in alignment with the corporate operating model will ensure risks are minimized. The Enterprise Architects should apply an interoperability analysis to evaluate any potential issues across the architecture. This should include the development of a matrix showing the interoperability requirements. These can then be included within the transformation strategy embedded in the target transition architectures. The Enterprise Architects should then finalize the Architecture Roadmap and the Implementation and Migration Plan.
- D. Before preparing the detailed Implementation and Migration plan, the Enterprise

Answer: A

Explanation:

Architects should review and consolidate the gap analysis results from Phases B to This will identify the transformations required to achieve the proposed Target Architecture. The Enterprise Architects should then assess the readiness of the organization to undergo change and determine an overall direction to address and mitigate risks identified. The Transition Architecture should then be planned to use a state evolution table.

Explanation:

The Business Transformation Readiness Assessment is a technique that can be used to evaluate the readiness of the organization to undergo change and to identify the actions needed to increase the likelihood of a successful business transformation. This technique can help to address the concerns of the key stakeholders about the risks and value of the proposed reorganization. The technique involves assessing the following aspects of the organization: vision, commitment, capacity, capability, culture, and communication. Based on the assessment, the risks associated with the transformations can be identified, classified, and mitigated for. The technique also helps to identify the dependencies between the set of changes, including gaps and work packages, and the improvement actions to be worked into the Implementation and Migration Plan. The technique also supports the determination of the business value, effort, and risk associated for each transformation, which can be used to prioritize and sequence the work packages and the Transition Architectures1 Reference: 1: The TOGAF Standard, Version 9.2, Part III: ADM Guidelines and Techniques, Chapter 27: Business Transformation Readiness Assessment

NEW QUESTION # 16

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