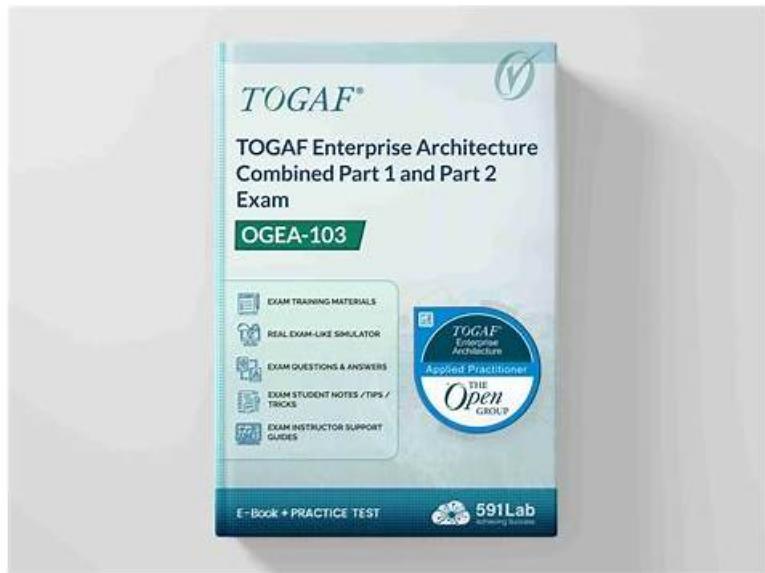# OGEA-103 Actual Tests | Cogent for TOGAF Enterprise Architecture Combined Part 1 and Part 2 Exam

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The TOGAF certification program consists of several levels, with the OGEA-103 (TOGAF Enterprise Architecture Combined Part 1 and Part 2) exam being the highest level. OGEA-103 Exam is designed for professionals who want to demonstrate their mastery of the TOGAF framework and their ability to apply it in real-world situations.

The Open Group TOGAF Enterprise Architecture Combined Part 1 and Part 2 Exam Sample Questions (Q82-Q87):

NEW QUESTION # 82

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 EA team 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. 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.
- B. 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.
- C. 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.
- D. Before preparing the detailed Implementation and Migration plan, the Enterprise....

Answer: B

Explanation:
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 References: 1: The TOGAF Standard, Version 9.2, Part III: ADM Guidelines and Techniques, Chapter 27: Business Transformation Readiness Assessment

NEW QUESTION # 83
Consider the following descriptions of deliverables consumed and produced across the TOGAF ADM cycle.
General rules and guidelines, intended to be enduring and seldom amended, that inform and support the way in which an organization sets about fulfilling its mission
The joint agreements between development partners and sponsors on the deliverables, quality, and fitness-for-purpose of an architecture.

A document that is sent from the sponsoring organization to the architecture organization to trigger the start of an architecture development cycle

A set of quantitative statements that outline what an implementation project must do in order to comply with the architecture. Which deliverables match these descriptions?

- A. 1 Architecture Principles -2 Architecture Contracts - 3 Architecture Requirements Specification-4 Request for Architecture Work
- B. 1 Architecture Contracts - 2 Architecture Requirements Specification - 3 Architecture Vision - 4 Architecture Principles
- C. 1 Architecture Requirements Specification -2 Architecture Principles - 3 Architecture Vision - 4 Architecture Contracts
- D. 1 Architecture Principles -2 Architecture Contracts - 3 Request for Architecture Work - 4 Architecture Requirements Specification

Answer: A

Explanation:
According to the TOGAF standard, the deliverables that match the descriptions are as follows:

1 Architecture Principles: These are general rules and guidelines, intended to be enduring and seldom amended, that inform and support the way in which an organization sets about fulfilling its mission1. They reflect a level of consensus among the various elements of the enterprise, and form the basis for making future IT decisions1.

2 Architecture Contracts: These are the joint agreements between development partners and sponsors on the deliverables, quality, and fitness-for-purpose of an architecture2. They are used to ensure that the architecture is implemented and governed according to the agreed-upon specifications and standards2.

3 Request for Architecture Work: This is a document that is sent from the sponsoring organization to the architecture organization to trigger the start of an architecture development cycle3. It defines the scope, schedule, budget, deliverables, and stakeholders of the architecture project3.

4 Architecture Requirements Specification: This is a set of quantitative statements that outline what an implementation project must do in order to comply with the architecture4. It defines the requirements for each architecture domain, as well as the relationships and dependencies among them4.

1: Architecture Principles
2: Architecture Contracts
3: Request for Architecture Work
4: Architecture Requirements Specification

NEW QUESTION # 84
Consider the following descriptions of deliverables consumed and produced across the TOGAF ADM cycle.

Which deliverables match these descriptions?

- A. 1 Architecture Requirements Specification - 2 Request for Architecture Work - 3 Statement of Architecture Work - 4 Architecture Principles
- B. 1 Architecture Principles - 2 Architecture Requirements Specification - 3 Request for Architecture Work - 4 Statement of Architecture Work
- C. 1 Request for Architecture Work - 2 Statement of Architecture Work - 3 Architecture Principles - 4 Architecture Requirements Specification
- D. 1 Statement of Architecture Work - 2 Architecture Principles - 3 Architecture Requirements Specification - 4 Request for Architecture Work

Answer: C

Explanation:
The Request for Architecture Work is a deliverable that is sent from the sponsor and triggers the start of an architecture development cycle. It defines the scope, budget, schedule, and deliverables for a specific architecture project. The Statement of Architecture Work is a deliverable that is produced by the architect and defines the approach and resources needed to complete an architecture project. It forms the basis of a contractual agreement between the sponsor and the architecture organization. The Architecture Principles are a deliverable that is produced by the architect and defines the general rules and guidelines for the architecture work. They reflect the business principles, business goals, and business drivers of the organization. The Architecture Requirements Specification is a deliverable that is produced by the architect and defines the requirements that govern the architecture work. It covers both functional and non-functional requirements as well as constraints and assumptions.

NEW QUESTION # 85

Please read this scenario prior to answering the question

You are employed as an Enterprise Architect for a company that supplies products for industrial production automation. You are part of an Enterprise Architecture (EA) team that has responsibilities across the company.

The company has multiple manufacturing plants where it assembles both standard and customized products. Each of these plants operates its own planning and production scheduling systems, as well as applications and control systems that drive the automated production line.

During a recent management meeting, the agenda included discussion of how a competitor company had improved production efficiency by replacing multiple planning and scheduling systems with a single cloud-based system. This had reduced lifecycle costs through reduced duplication, lowered software maintenance costs, and supported incremental replacement. The CIO claimed the company's current systems architecture is already optimized. However, as the competitor has reported better financial results, the CEO has requested an investigation of a cloud-based solution.

In response, the Architecture Board approved a Request for Architecture Work to find out if such an architecture transformation would lead to efficiency improvements. You have been asked to help the architecture team with this project.

A concern of the plant managers is the safety and dependability of using a remote centralized system for planning and scheduling production. The system they choose must also be able to work with the local partners in the supply chain at each plant.

The company has an Enterprise Architecture (EA) practice and uses the TOGAF standard as the basis for its work. It has been running for many years and has established governance and development processes for EA. The Chief Information Officer (CIO) sponsors the Enterprise Architecture program.

Refer to the scenario

You have been asked to describe how you will start the architecture project.

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

- A. You would conduct a series of workshops with the local partners to gather requirements from them. Based on the findings from the workshops, 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 the Architecture Vision to build agreement among the local partners.
- B. You would develop baseline and target Architectures for each manufacturing plant, 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 run a series of interviews at each manufacturing plant to discover and document business requirements. This would also help you understand the systems and integrations with local partners. You would create a matrix of stakeholders and their primary concerns. You would then determine and record the main stakeholder requirements for the architecture. You would then create clear high-level descriptions of the current and future architectures.
- D. You would gather information from your suppliers and conduct a series of briefings with those of them 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 the Architecture Vision to build agreement among the key stakeholders.

Answer: A

Explanation:

Option A best aligns with TOGAF Phase A: Architecture Vision, which is the starting phase for an architecture development cycle in TOGAF. This phase sets the foundation for the architecture engagement and ensures alignment with stakeholders and their concerns, especially when evaluating a major transformation like moving to a cloud-based planning and scheduling system.

☐ Key TOGAF Concepts Supporting Option A:

1. Phase A: Architecture Vision Objectives

Establish the high-level scope, constraints, and expectations.

Identify stakeholders and define their concerns and business requirements.

Create the Architecture Vision, which includes:

Summary-level Baseline and Target Architecture views (business, data, application, and technology).

Initial requirements and key concerns.

Stakeholder buy-in and approval for moving forward.

2. Engagement with Stakeholders

In this case, the plant managers and local supply chain partners have concerns regarding safety and dependability.

TOGAF emphasizes early engagement with business stakeholders to ensure concerns are identified and incorporated into the vision.

3. Creating Architecture Vision Document

A deliverable of Phase A.

Includes high-level descriptions of the baseline and target architectures, initial business goals, and stakeholder viewpoints.

Used to build agreement and obtain formal approval to proceed with detailed architecture work in later phases (B-D).

☐ Why Other Options Are Incorrect:
B: Focuses on suppliers and not the actual stakeholders impacted by the architecture - i.e., plant managers and internal operations. This diverts from TOGAF's stakeholder-driven approach in Phase A.
C: This reflects Phases B-D of the ADM (Business, Information Systems, and Technology Architecture). It is too detailed and premature for the start of the project. In Phase A, you don't yet develop full baseline and target architectures or conduct a consolidated gap analysis.
D: While interviewing stakeholders is valid in Phase A, this option lacks a holistic view of the Architecture Vision development, and skips the TOGAF requirement to produce summary views of the baseline and target architectures and to use them to drive stakeholder buy-in. It is tactically correct, but strategically incomplete.
☐ TOGAF Source
Reference:
TOGAF 9.2 - Section 6.2 (Phase A: Architecture Vision)
"The Architecture Vision describes how the proposed architecture support the business goals, and the strategic direction. It also provides a high-level description of the baseline and target architectures and identifies key stakeholders and concerns." TOGAF 9.2 - Part IV, Architecture Content Framework
"The Architecture Vision includes the scope, constraints, and expectations. It forms the basis for approval to proceed with further architecture development."

NEW QUESTION # 86
Which statement best describes iteration and the ADM?

- A. The level of detail is defined once and applies to all iterations
- B. The ADM is iterative within the first cycle and then between phases
- C. The ADM is sequential Iteration is applied within phases
- D. The ADM is iterative, over the whole process between phases and within phases

Answer: D

Explanation:
This statement best describes iteration and the ADM. The ADM is iterative over the whole process between phases and within phases because it allows for feedback loops and refinements at any point in the architecture development and transition process. Iteration enables architects to address changing requirements, assumptions, constraints, and environments; to validate and improve architectures; to manage risks and issues; and to ensure stakeholder satisfaction and value realization. Reference: The TOGAF® Standard | The Open Group Website, Section 3.1 Introduction to the ADM.

NEW QUESTION # 87
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