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The Open Group is a global consortium that focuses on developing standards, certifications, and best practices for enterprise technology architecture. One of their most popular certifications is the TOGAF Enterprise Architecture (EA) certification. The TOGAF EA certification is split into two parts, Part 1 and Part 2. However, for those who want to take both parts in one exam, The Open Group offers the OGEA-103 (TOGAF Enterprise Architecture Combined Part 1 and Part 2) Exam.

The Open Group TOGAF Enterprise Architecture Combined Part 1 and Part 2 Exam Sample Questions (Q55-Q60):

NEW QUESTION # 55

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

Answer: A

Explanation:

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.

1: The TOGAF Standard, Version 9.2, Part III: ADM Guidelines and Techniques, Chapter 30: Gap Analysis 2: The TOGAF Standard, Version 9.2, Part IV: Architecture Content Framework, Chapter 36:

Building Blocks 3: The TOGAF Standard, Version 9.2, Part III: ADM Guidelines and Techniques, Chapter

31: Architecture Change Management : The TOGAF Standard, Version 9.2, Part II: Architecture Development Method (ADM),

Chapter 23: Phase E: Opportunities and Solutions : 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 II: Architecture Development Method (ADM), Chapter 18: Phase A:

Architecture Vision : The TOGAF Standard, Version 9.2, Part III: ADM Guidelines and Techniques, Chapter

23: Architecture Principles

NEW QUESTION # 56

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 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.
- B. 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.
- 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 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.

Answer: B

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 # 57

Complete the sentence. The purpose of creating a set of Architecture Principles is to:

- A. enable an understanding of the culture and values of the enterprise
- **B. establish a common understanding of how to control the business in pursuit of strategic goals**
- C. agree a contract between sponsoring organization and the architects
- D. document likely impacts

Answer: B

Explanation:

Comprehensive and Detailed In-Depth Explanation from Expert in Enterprise Architecture, guiding in TOGAF and ArchiMate: Architecture Principles are fundamental statements that define the rules and guidelines for architecture decision-making. They are designed to guide and constrain the development, implementation, and governance of architectures across the enterprise.

The primary purpose of Architecture Principles is to:

- * Establish a shared and consistent understanding of how the enterprise operates and makes decisions
 - * Guide architecture development in alignment with business strategy and objectives
 - * Provide a stable basis for governance, compliance, and trade-off decisions
 - * Ensure architecture supports long-term enterprise goals rather than short-term project optimization
- Why Option C is correct:
 * Architecture Principles establish a common understanding of how to control and guide the business in pursuit of strategic goals. They act as enduring rules that influence behavior, investment decisions, and architectural choices.

Why the other options are incorrect:

- * A. document likely impacts: Impact analysis is a separate activity and not the primary purpose of principles.
- * B. enable an understanding of the culture and values of the enterprise: While principles may reflect culture and values, this is a secondary effect, not their main purpose.
- * D. agree a contract between sponsoring organization and the architects: This describes the role of an Architecture Contract, not Architecture Principles.

Authoritative TOGAF References:

- * TOGAF Architecture Principles
- * TOGAF Architecture Content Framework
- * TOGAF Architecture Governance and Compliance Concepts

NEW QUESTION # 58

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

Answer: D

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.

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

NEW QUESTION # 59

Consider the following ADM phases objectives.

	Objective
1	Finalize the Architecture Roadmap and the supporting Implementation and Migration Plan
2	Ensure that the business value and cost of work packages and Transition Architectures is understood by key stakeholders
3	Define the overall Solution Building Blocks (SBBs) to finalize the Target Architecture based on the ABBs
4	Ensure conformance with the Target Architecture by implementation projects

Which phase does each objective match?

- A. 1G-2E-3F-4E
- B. 1F-2G-3F-4F
- C. 1F-2F-3E-4G
- D. 1E-2F-3E-4G

Answer: D

Explanation:

Explanation

1E: To identify delivery vehicles (projects programs portfolios) that will deliver the Target Architecture 2F:

To confirm readiness and ability to undergo change 3E: To determine whether an incremental approach is required and if so identify Transition Architectures that will deliver continuous business value 4G: To perform appropriate governance functions while the solution is being implemented Reference: The TOGAF Standard | The Open Group Website, Section 3.2 ADM Phases.

NEW QUESTION # 60

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