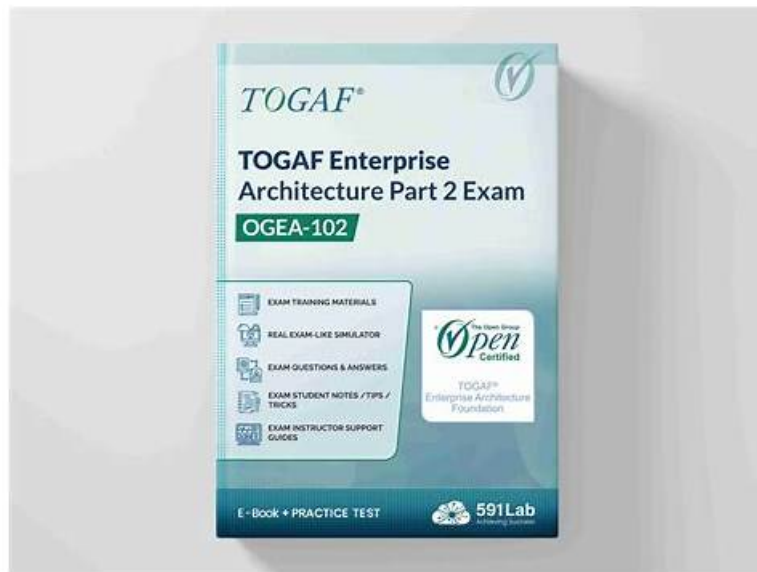


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## The Open Group TOGAF Enterprise Architecture Part 2 Exam Sample Questions (Q17-Q22):

### NEW QUESTION # 17

Please read this scenario prior to answering the question

You are employed as an Enterprise Architect at a company. The company manages large-scale farming operations with food production, processing, and distribution. The goal of the company is to maximize profit while satisfying the needs of consumers for its products. Its customers demand food that is produced sustainably, safely, and transparently, while reducing environmental impact. The business is highly mechanized, and this mechanization has brought about a decrease in the number of workers needed, together with a focus on agricultural engineering to improve the efficiency of its farms, its processing facilities, and the overall enterprise. As part of this, the company has established an Enterprise Architecture (EA) practice based on the TOGAF standard, using it as the method and guiding framework. The Chief Information Officer (CIO) is the sponsor of EA practice.

The practice has adopted an iterative approach for its architecture development. This has enabled the decision makers to have valuable insights into the different aspects of the business.

In recent years there have been a series of bad harvests, and a major reduction in yields of the main crop produced by the company. This combined with an increase in costs for energy, feed, fuel, and fertilizer, had led to a significant decrease in profits.

The rising costs and lower profits mean that the company is unable to take as much planned action on climate measures as it would like, such as reducing its carbon footprint. The Chief Executive Officer (CEO) has stated that big changes are needed to improve yields and profitability.

The outline strategy for change, includes new products, and new markets. The company will switch to a mix of crops rather than depend on a main crop and will allow use of its processing facilities by third parties. This is a major decision, and the CEO has stated a desire to repurpose and reuse rather than replace so as to manage the risks and limit the costs.

The CIO has assigned the EA team to manage this project. The CIO has stated that although the overall objective is known, the EA team are expected to define the scope, a shared vision, and the requirements.

Refer to the scenario

You have been asked to recommend the best approach for architecture development to realize the CEO's change in direction for the company.

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

- A. The team first needs to understand the problem and define the structure of the change. It should start iteration cycles on a baseline first approach to architecture development, and then transition planning. This will identify the change needed to transition from the baseline to the target and can be used to work out in detail what the agreed vision is for the change.
- B. The team should start by defining the baseline Technology Architecture in order to assess the current infrastructure capacity and capability for the company.  
Then the focus should be on transition planning and incremental architecture deployment. This will identify requirements to ensure that the projects are sequenced in an optimal way to realize the change.
- C. The team should start on architecture definition and operate multiple ADM phases concurrently to support this change in direction. Once understood, the team will identify the requirements, drivers, issues, and constraints for the change. You would include non-functional requirements in the architecture development to make sure that the target architecture meets it compliance and regulatory requirements.
- D. The team should start its iteration cycles of architecture development by going through the architecture definition phases (B-D) with a baseline first approach.  
This will support the change in direction as stated by the CEO. It will ensure that the change can be defined in a structured manner and address the requirements needed to realize the change.

**Answer: A**

Explanation:

The scenario clearly states that:

The overall objective is known,

BUT the EA team is expected to define the scope, shared vision, and requirements, The company uses an iterative approach, The CEO wants repurpose and reuse rather than replace, This is a major strategic shift (new markets, new products, new crop mix).

According to the TOGAF standard, when the problem must be understood, and scope, vision, and requirements are not yet defined, the correct starting point is Phase A: Architecture Vision, using an iteration cycle.

This is also consistent with the "baseline-first" approach recommended in the TOGAF Series Guides for situations where:

the business direction is known but high-level,

detailed impacts must be discovered,

and the organization wants to reuse existing capabilities rather than replace them.

Option B is the only answer that:

Begins by understanding the problem,

Defines the structure of the change,

Uses iteration cycles starting with a baseline-first approach,

Leads into transition planning,

Supports clarification of the shared vision and requirements,

Fits the CIO's instruction to "define the scope, shared vision, and requirements." This matches exactly what TOGAF prescribes in early-cycle Architecture Vision and initial iterations.

## NEW QUESTION # 18

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. Before preparing the detailed Implementation and Migration plan, the Enterprise
- B. 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.
- 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. 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.**

**Answer: D**

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

## NEW QUESTION # 19

Please read this scenario prior to answering the question

You are working as an Enterprise Architect at a large supermarket. The company runs many retail stores, as well as an online grocery shop. Many of the stores used to remain open 24/7, but the number has decreased in recent years. Instead, they now focus on fulfilling online orders during the night.

The company has a mature Enterprise Architecture (EA) practice and uses the TOGAF standard for its architecture development method. The EA practice is involved in all aspects of the business, with oversight provided by an Architecture Board with representatives from different parts of the business. The EA program is sponsored by the Chief Information Officer (CIO). Each store uses a standard method to track sales and inventory. This involves sending accurate timely sales data to a central AI-

based inventory management system that can predict demand, adjust stock levels and automate reordering. The central inventory management system is housed at the company's central data center.

The company has bought a major rival. The Chief Executive Officer believes that a merger will enable growth through combined offerings and cost savings. The decision has been taken to fully integrate the two organizations, including merging retail operations and systems. This means that duplicated systems will be replaced with one standard retail management system. Also, the company will reduce the number of applications that are used. The CIO expects significant savings will be achieved by implementing these changes across the newly merged company.

One improvement that the rival has successfully implemented is the use of hand-held devices within stores, for both customers and staff. This has increased both customer and staff employee satisfaction due to the time savings this has brought. The CIO has given the go-ahead to roll out the devices in all stores but has stated that training on how to use the hand-held devices should be brief because there are a lot of employees, many of whom are part-time.

The Request for Architecture Work to oversee the merger has been approved. The project has been scoped and you have been assigned to work on it. Your role includes managing the architecture for the retail stores.

Refer to the scenario

You have been asked to confirm the most relevant architecture principles for the transformation.

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

[Note: The sequence of the principles listed in each answer does not matter. You should assume the company follows the set of principles that are provided in the TOGAF Standard, ADM Techniques, Architecture Principles chapter. You may need to refer to section 2.6 located in ADM Techniques within the reference text to answer this question.]

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

**Answer: C**

Explanation:

Key aspects of the scenario:

Business Objective:

A merger is happening to combine offerings, reduce costs, and achieve operational efficiency.

The goal includes fully integrating retail operations and systems, replacing duplicated systems, and reducing the number of applications used.

Technological Improvements:

A central AI-based inventory system is in place.

Hand-held devices for stores have improved customer and staff satisfaction and increased efficiency.

Scope of Architecture Work:

Integrating the merged systems.

Managing retail architecture to optimize operations.

TOGAF Alignment:

TOGAF principles aim to ensure the architecture supports business transformation effectively while aligning with governance and best practices.

Best answer analysis:

Option 1:

Maximize Benefit to the Enterprise: Aligns with the merger goals of cost reduction and efficiency.

Common Use Applications: Matches the goal to reduce duplicated systems.

Data is an Asset: Central AI system depends on accurate and reliable data.

Responsive Change Management: Necessary to support the transition and manage organizational impacts.

Technology Independence: Encourages selecting flexible, scalable solutions post-merger.

This option comprehensively aligns with the scenario.

Option 2:

Control Technical Diversity: Important but less emphasized than cost reduction and application unification.

Interoperability: Relevant, but less critical compared to principles addressing business value.

Data is an Asset: Relevant.

Data is Shared: Implied in centralized inventory but not directly stated.

Business Continuity: Important but not the main focus here.

This option partially fits but lacks emphasis on business outcomes.

Option 3:

Common Vocabulary and Data Definitions: Indirectly helpful but not central to the transformation.

Compliance with the Law: Always critical, but no explicit legal issues are mentioned.  
 Requirements-Based Change: General principle but not transformation-specific.  
 Responsive Change Management: Relevant.  
 Data Security: Important but not a central concern in the scenario.  
 This option focuses more on governance and less on merger goals.  
 Option 4:  
 Common Use Applications: Relevant to reducing duplicate systems.  
 Data is an Asset: Relevant.  
 Data is Accessible: Fits with AI system and handheld devices but is a subset of "Data is an Asset." Ease of Use: Relevant to handheld devices but not a core transformation principle.  
 Business Continuity: Important but secondary to cost and efficiency.  
 This option focuses more on usability and accessibility rather than transformation objectives.

## NEW QUESTION # 20

### Scenario

You are working as an Enterprise Architect within an Enterprise Architecture (EA) team at a global company that sells consumer products. The company produces many products that buyers use and enjoy.

The company has announced a major change to its products that will occur over a four-year period. This change includes the introduction of digital products and services. An architecture to support this strategy has been finished, along with a roadmap for a set of projects to implement this significant change. This will be a cross-functional effort between the product design and software teams. It is planned to be developed in phases.

The company faces a challenge in presenting and providing access to different services through its products and digital platforms while ensuring compliance with data privacy laws. In some countries and regions, the data residency requirements mean that the company has to store certain data within the region where it is collected. As a result, the company's application portfolio and infrastructure must connect with various cloud services and data repositories in different countries.

The EA team has inherited the architecture used by the current products, some of which can be carried over to the new products. The EA team has started to define which parts of the architecture to carry forward. Enough of the Business Architecture has been defined so that work can commence on the Information Systems and Technology Architectures. Those architectures need to be defined to support the key digital services that the company plans to provide.

The company uses the TOGAF Standard as the foundation for its Enterprise Architecture framework, and architecture development follows the purpose-based EA Capability model outlined in the TOGAF Series Guide: A Practitioner's Approach to Developing Enterprise Architecture Following the TOGAF ADM. The EA team reports to the Chief Information Officer (CIO), who oversees the program.

You have been asked how to decide and organize the work to deliver the requested architectures.

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

- A. You research leading data companies, using your findings to help in developing high-level Target Data, Application, and Technology Architectures. You review the Architecture Vision to determine the level of detail, time, and scope of the ADM cycle phases required for each project. You identify and estimate the cost of the main resources. You then prepare an Architecture Roadmap and request the Architecture Board to review the roadmap. You then start the project.
- B. You refer to the superior architecture for guidance. You review the projects identified, their dependencies, and synergies, then decide the sequence for starting the projects. You develop high-level architecture descriptions. For each project, you determine how much work is needed, identify reference architectures, and candidate building blocks. You identify the resource needs taking into account cost and value. You document the different options, risks, and ways to control them to enable feasibility analysis and trade-off with the stakeholders.
- C. You commence an iteration of ADM Phase A, identifying the stakeholders and revising the Architecture Vision. You perform a Stakeholder Analysis and update the Stakeholder Map. You conduct workshops and interviews to reflect the stakeholders who are now the key drivers for the digital products and services. You coordinate with the CIO to ensure alignment with the overall roadmap and update the Implementation and Migration Plan accordingly.
- D. You look outside the company to study how other companies organize their data models and application portfolios. You create just enough architecture description for the Application, Data, and Technology Architectures to identify the different options. For each project, this includes identification of candidate architecture and solution building blocks. You then identify solution providers, perform a readiness assessment, and assess the viability and fitness of the solution options. You then write the draft Implementation and Migration plan.

**Answer: B**

Explanation:

Comprehensive and Detailed Step-by-Step Explanation

Context of the Scenario



The company is in the process of delivering requested architectures to support the introduction of digital products and services. The Business Architecture is sufficiently defined, and the focus is on developing the Information Systems and Technology Architectures. TOGAF emphasizes breaking down large, complex transformation programs into manageable projects, focusing on dependencies, risks, trade-offs, and sequencing of efforts. Based on the scenario, the company must deal with:

Data privacy and residency compliance across different regions.

Re-use of existing architecture for efficiency.

Alignment of digital services with a global roadmap.

The activity described aligns with ADM Phases B (Business Architecture), C (Information Systems Architecture), and D (Technology Architecture), with a focus on delivering architectures for implementation.

Option Analysis

Option A:

Strengths:

Refers to developing high-level architecture descriptions and identifying reference architectures and candidate building blocks, which align with ADM Phases B, C, and D.

Addresses feasibility analysis, trade-offs, and stakeholder engagement, which are part of architecture development and decision-making in TOGAF.

Ensures that the architecture descriptions are resource-conscious, including cost and value analysis, dependencies, risks, and synergies between projects.

Conclusion: Correct, as it provides a complete approach to organizing the work to deliver architectures while adhering to TOGAF principles.

Option B:

Strengths:

Suggests creating architecture descriptions for the Application, Data, and Technology Architectures, which are necessary for delivering requested architectures.

Addresses readiness assessments and the fitness of solutions.

Weaknesses:

Emphasizes looking outside the company and studying other companies' models, which is not necessarily aligned with TOGAF unless justified by specific gaps.

Skips essential TOGAF steps like feasibility analysis and detailed stakeholder engagement.

Conclusion: Incorrect, as it places undue emphasis on external research instead of leveraging TOGAF's structured ADM.

Option C:

Strengths:

Suggests reviewing the Architecture Vision and determining scope, which aligns with TOGAF principles.

Proposes preparing an Architecture Roadmap and involving the Architecture Board for review.

Weaknesses:

Does not cover important elements such as candidate building blocks, feasibility analysis, or stakeholder engagement.

Suggests starting the project prematurely without proper sequencing or risk trade-offs.

Conclusion: Incorrect, as it skips key steps and lacks a structured approach to dependencies and resource management.

Option D:

Strengths:

Suggests revising the Architecture Vision and conducting a Stakeholder Analysis, which aligns with Phase A of the ADM.

Weaknesses:

Returning to Phase A is not required here, as the Architecture Vision has already been defined. Revising the vision at this stage indicates a step backward.

Lacks focus on feasibility analysis, dependencies, and sequencing, which are the immediate needs in this phase.

Conclusion: Incorrect, as it unnecessarily revisits earlier ADM phases instead of progressing.

TOGAF Reference

ADM Phases B, C, D: Emphasizes developing detailed architectures, identifying candidate building blocks, and addressing dependencies, risks, and resource needs (TOGAF 9.2, Chapters 8-10).

Architecture Roadmap and Feasibility Analysis: Guides sequencing and trade-offs for implementation (TOGAF 9.2, Section 12.4).

Stakeholder Engagement: Critical for ensuring alignment and feasibility (TOGAF 9.2, Section 24.2).

Decision-Making and Trade-offs: TOGAF emphasizes documenting risks and trade-offs as part of feasibility analysis (TOGAF 9.2, Section 6.4.1).

## NEW QUESTION # 21

You are working as an Enterprise Architect within an Enterprise Architecture (EA) team at a large government agency with multiple divisions. The agency has a well-established EA practice and follows the TOGAF standard as its method for architecture development. The government has mandated that the agency prepare for an "AI-first" world.

The agency wants to determine the impact and role of AI in its future services. The CIO has approved a Request for Architecture

Work to explore the use of AI in services. Some leaders are concerned about reliance on AI, security, and employees' need to acquire new skills.

The EA team leader seeks suggestions on managing the risks associated with a new architecture for the AI-first project. Based on the TOGAF standard, which of the following is the best answer?

- A. Separate stakeholders into groups and categorize them. Develop models for each group and verify that their concerns are addressed in Phase G, Implementation Governance.
- B. Create an organization map to show the links between different agency parts. Hold a meeting to teach stakeholders to interpret the models. Manage risks as part of Security Architecture development.
- C. Identify key stakeholders and develop a Communication Plan that addresses their needs. Ensure the architecture addresses risk management and summarizes features of the architecture.
- **D. Conduct an analysis of stakeholders, documenting their concerns and recording them in the Architecture Vision document. Risks should be recorded in the Architecture Requirements Specification and reviewed regularly.**

**Answer: D**

Explanation:

In the context of the TOGAF standard, stakeholder management and addressing stakeholder concerns are critical components, especially for high-impact initiatives like adopting an AI-first approach. Here's why the selected answer aligns best with TOGAF principles and the scenario:

Stakeholder Analysis and Engagement:

Conducting a stakeholder analysis is essential as it helps identify and document the concerns, issues, and cultural factors influencing each stakeholder group. This aligns with TOGAF's emphasis on understanding and managing stakeholder concerns, particularly in the Preliminary and Architecture Vision phases of the ADM (Architecture Development Method). Since the scenario highlights diverse concerns about AI, understanding each group's unique perspective will help the EA team tailor the architecture to address these effectively.

Architecture Vision Document:

By documenting these concerns in the Architecture Vision document, the EA team can provide a clear, high-level representation of how AI will be adopted, its benefits, and how it addresses specific stakeholder concerns. This is critical for communicating the intent and value of the AI-first approach in a way that aligns with the agency's strategic goals, including addressing apprehensions about job security, skill development, and cyber resilience.

Risk Management and Architecture Requirements Specification:

TOGAF highlights the importance of identifying and managing risks early in the process. By documenting the requirements related to risk in the Architecture Requirements Specification, the EA team ensures that these concerns are formally integrated into the architecture and addressed throughout the ADM phases. Regular assessments and feedback loops will provide a mechanism for continual risk monitoring and adjustment as the AI-first initiative progresses.

Alignment with TOGAF's ADM Phases:

The approach specified aligns with TOGAF's guidance on managing risk and stakeholder concerns during the early ADM phases, specifically Architecture Vision and Requirements Management. In these phases, the framework emphasizes identifying and addressing risks associated with stakeholders' concerns to build a resilient and widely accepted architecture.

Reference to TOGAF Stakeholder Management Techniques:

TOGAF's stakeholder management techniques underscore the importance of understanding and addressing stakeholder needs as a foundational step. This involves assessing the influence and interest of various stakeholders and integrating their views into architectural development, ensuring that the architecture aligns with both business goals and operational realities.

In conclusion, by conducting a thorough stakeholder analysis and documenting concerns in both the Architecture Vision and Architecture Requirements Specification, the EA team can ensure that stakeholder concerns are addressed, that the architecture supports AI adoption effectively, and that potential risks are managed proactively. This approach will foster acceptance among stakeholders and ensure that the architecture aligns with the agency's strategic goals and risk management requirements as recommended by TOGAF.

## NEW QUESTION # 22

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