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The Open Group OGEA-102 Exam Syllabus Topics:

Section	Weight	Objectives
Context for Enterprise Architecture	10-15%	- Business and IT alignment - Enterprise architecture principles and scope - Enterprise architecture value and benefits
Requirements Management	10-15%	- Integration with ADM phases - Requirements traceability and management - Requirements capture and classification
Stakeholder Management	15-20%	- Stakeholder identification and classification - Managing concerns and requirements - Stakeholder engagement and communication

ADM Application and Tailoring	10-15%	- Using ADM with other frameworks - Scaling and adapting the framework - Tailoring ADM for different contexts
Architecture Development Method (ADM) Phases	30-35%	- Phase C: Information Systems Architectures - Phase D: Technology Architecture - Phase B: Business Architecture - Phase F: Migration Planning - Phase A: Architecture Vision - Phase G: Implementation Governance - Phase E: Opportunities and Solutions - Phase H: Architecture Change Management
Architecture Governance	10-15%	- Compliance and decision management - Architecture maturity models - Governance frameworks and processes

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The Open Group TOGAF Enterprise Architecture Part 2 Exam Sample Questions (Q25-Q30):

NEW QUESTION # 25

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 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.
- 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 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.
- 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: C

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.

1: The TOGAF Standard, Version 9.2 - Architecture Vision 2: The TOGAF Standard, Version 9.2 - Business Scenarios 3: [The TOGAF Standard, Version 9.2 - Stakeholder Management] 4: [The TOGAF Standard, Version 9.2 - Architecture Definition Document]

NEW QUESTION # 26

Scenario:

You are working as an Enterprise Architect at a large company. The company runs a chain of home improvement stores, as well as a website for selling products. The website lets many brands work with the company.

The stores open seven days a week and use a standard method to track sales and inventory. This involves sending accurate and timely sales data to a central inventory management system that can predict demand, adjust stock levels, and automate reordering.

The website is supported by regional fulfillment centers and also uses the central inventory management system. The central inventory management system is housed at the company's central data center.

The company has agreed to merge with a major competitor. The leadership teams of both organizations have said they are committed to a smooth transition for customers. All stores will keep their own brand names. They will combine the systems of the organizations, which includes merging retail operations and systems. Duplicated systems will be replaced with one standard retail management system. Additionally, they will reduce the number of applications being used. The CIO expects that these changes will lead to substantial cost savings for the newly merged company.

An enterprise plan for both organizations has been created. The aim is to set priorities for the transition, especially in terms of information management and application development. It is crucial to make decisions that will create long-term value.

The company has a mature Enterprise Architecture (EA) practice and uses the TOGAF standard for its architecture development method. The EA program is sponsored by the Chief Information Officer (CIO).

The Request for Architecture Work to oversee the transition has been approved. The project has been scoped, and you have been assigned to work on it.

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

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

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

Answer: C

Explanation:

The correct answer is C, as it aligns with the key TOGAF principles necessary for guiding enterprise architecture in a merger scenario where retail operations and systems are being consolidated.

Analysis of the Principles in Option C:

Common Use Applications

Since the two companies are merging, it is essential to standardize applications across the enterprise.

Using common applications ensures consistency, reduces costs, and improves efficiency.

TOGAF emphasizes this principle to prevent duplicate or redundant systems, which aligns with the CIO's goal of reducing the number of applications used.

Data is an Asset

In the scenario, a central inventory management system is a core business function.

Treating data as an asset ensures it is managed properly, shared efficiently, and used strategically across the merged organization.

This principle supports the company's ability to predict demand, adjust stock levels, and automate reordering.

Common Vocabulary and Data Definitions

The merger requires integrating different systems and data structures.

Having a common vocabulary ensures that all stakeholders (stores, fulfillment centers, and digital platforms) use consistent terminology and data definitions.

This minimizes confusion and ensures interoperability across business functions.

Maximize Benefit to the Enterprise

Every architectural decision should focus on the overall benefit to the business.

By consolidating IT systems and reducing redundancies, the company achieves cost savings, which directly supports this principle.

Business Continuity

The stores operate seven days a week, so system changes must ensure uninterrupted service.

Business continuity ensures that customers are not affected during the transition and that critical retail operations (sales, inventory tracking, and fulfillment) remain functional.

Why Other Options Are Incorrect?

Option A: Control Technical Diversity, Interoperability, Data is an Asset, Data is Shared, Business Continuity Control Technical Diversity is not the primary concern here. The focus is on system consolidation, not necessarily on limiting technology diversity. Interoperability is important but not as critical as defining a common system and data structure.

Option B: Service Orientation, Compliance with the Law, Requirements-Based Change, Responsive Change Management, Data Security While service orientation and compliance are valuable, they are not the most relevant to this specific business transition. Change management and data security are important but do not address the primary enterprise-wide architectural concerns of system consolidation.

Option D: Ease of Use, Common Use Applications, Data is an Asset, Technology Independence, Business Continuity Ease of Use is beneficial but is not a core architecture principle in this case.

Technology Independence is useful but does not align directly with the scenario's priority, which is consolidating applications and

data structures.

Reference:

TOGAF Standard, ADM Techniques, Architecture Principles (Section 2.6)

TOGAF Standard, Part III: ADM Guidelines and Techniques

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NEW QUESTION # 27

Please read this scenario prior to answering the question

You are the Lead Enterprise Architect at a major agribusiness company. The company's main annual harvest is lentils, a highly valued food grown worldwide. The lentil parasite, broomrape, has been an increasing concern for many years and is now becoming resistant to chemical controls. In addition, changes in climate favor the propagation and growth of the parasite. As a result, the parasite cannot realistically be exterminated, and it has become pandemic, with lentil yields falling globally.

The CEO appreciates the seriousness of the situation and has set out a change in direction that is effectively a new business for the company. There are opportunities for new products, and new markets. The company will use the fields for another harvest and will cease to process third-party lentils. Thus, the target market will change, and the end-products will be different and more varied. This is a major decision and the CEO has stated a desire to repurpose rather than replace so as to manage the risks and limit the costs.

The company has a mature Enterprise Architecture practice based in its headquarters and uses the TOGAF standard as the method and guiding framework. The practice has an established Architecture Capability, and uses iteration for architecture development. The CIO is the sponsor of the activity.

The CIO has assigned the Enterprise Architecture team to this activity. At this stage there is no shared vision, or requirements.

Refer to the scenario

You have been asked to propose 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. You propose that the team focus on architecture definition, with emphasis on defining the change parameters to support this new business strategy that the CEO has identified. Once understood, the team will be in the best position to identify the requirements, drivers, issues, and constraints for the change. You would ensure that the architecture development addresses non-functional requirements to assure that the target architecture is robust and secure.
- B. You propose that the priority is to understand and bring structure to the definition of the change. The team should focus iteration cycles on a baseline first approach to architecture development, and then transition planning. This will identify what needs to change in order to transition from the baseline to the target, and can be used to work out in detail what the shared vision is for the change.
- C. You propose that this engagement define the baseline Technology Architecture first 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 fashion so as to realize the change.
- D. You propose that the team focus its iteration cycles on 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: B

Explanation:

Based on the TOGAF standard, this answer is the best approach for architecture development to realize the CEO's change in direction for the company. The reason is as follows:

The scenario describes a major business transformation that requires a clear understanding of the current and future states of the enterprise, as well as the gaps and opportunities for change. Therefore, the priority is to understand and bring structure to the definition of the change, rather than focusing on the implementation details or the technology aspects.

The team should use the TOGAF ADM as the method and guiding framework for architecture development, and adapt it to suit the specific needs and context of the enterprise. The team should also leverage the existing Architecture Capability and the Architecture Repository to reuse and integrate relevant architecture assets and resources.

The team should focus iteration cycles on a baseline first approach to architecture development, which means starting with the definition of the Baseline Architecture in each domain (Business, Data, Application, and Technology), and then defining the Target Architecture in each domain. This will help to identify the current and desired states of the enterprise, and to perform a gap analysis to determine what needs to change in order to achieve the business goals and objectives.

The team should then focus on transition planning, which involves identifying and prioritizing the work packages, projects, and activities that will deliver the change. The team should also create an Architecture Roadmap and an Implementation and Migration Plan that will guide the execution and governance of the change.

The team should use the Architecture Vision phase and the Requirements Management phase to work out in detail what the shared vision is for the change, and to capture and validate the stakeholder requirements and expectations. The team should also use the Architecture Governance framework to ensure the quality, consistency, and compliance of the architecture work.

References: : The TOGAF Standard, Version 9.2 - Architecture Development Method : The TOGAF Standard, Version 9.2 - Architecture Vision : The TOGAF Standard, Version 9.2 - Requirements Management : [The TOGAF Standard, Version 9.2 - Architecture Governance]

NEW QUESTION # 28

You are working as an Enterprise Architect at a large company. The company runs many retail stores as well as an online marketplace that allows hundreds of brands to partner with the company. 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).

Many of the stores remain open all day and night. Each store uses a standard method to track sales and inventory, which 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 acquired a major rival. The Chief Executive Officer (CEO) believes that the merger will enable growth through combined offerings and cost savings. The decision has been made to fully integrate the two organizations, including merging retail operations and systems. Duplicated systems will be replaced with one standard retail management system. The CIO expects significant savings from these changes across the newly merged company.

The rival company has successfully implemented the use of hand-held devices within stores for both customers and staff, which has increased satisfaction due to time savings. The CIO has approved the rollout of these devices to all stores but has stated that training should be brief, as there are many part-time employees.

You have been asked to confirm the most relevant architecture principles for this transformation. Based on the TOGAF Standard, which of the following is the best answer?

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

Answer: B

Explanation:

In this scenario, the enterprise is undergoing significant transformation due to a merger and the adoption of new technology (hand-held devices). Several key principles from TOGAF 's ADM Techniques-particularly those focused on promoting enterprise-wide standardization, adaptability, and data utilization-are pertinent here:

* **Maximize Benefit to the Enterprise:**This principle emphasizes that all architectural decisions should deliver maximum business value. Given that the company is integrating systems to cut costs and improve offerings, maximizing the benefit is crucial. Ensuring that the EA efforts align with enterprise- wide benefits supports the goal of optimizing costs and enhancing offerings, which aligns with the CEO' s vision for the merger.

* **Common Use Applications:**Standardizing applications across the merged entity will be essential to achieve cost savings and to simplify operations. The goal of reducing the number of applications fits with this principle, ensuring that reusable and widely adopted applications support business functions across the organization. Adopting this principle will also aid in harmonizing the systems from both organizations and avoiding unnecessary diversity.

* **Data is an Asset:**Data plays a central role in the company ' s operations, especially with the use of AI- driven inventory management and the integration of systems. Treating data as an asset is essential for reliable and accurate decision-making. This principle ensures that data is viewed as a critical enterprise resource and is managed with care, maintaining integrity, accuracy, and value.

* **Responsive Change Management:**The organization's ability to adapt quickly and effectively to changes, such as integrating new handheld devices and merging systems, is essential. This principle will facilitate the smooth transition required for integrating the new handheld devices and the merger-related system updates while minimizing disruption to store operations.

* **Technology Independence:**Since the enterprise will likely encounter varied technologies from the merger, it is crucial to maintain flexibility. This principle advocates for using technology solutions that are adaptable and not bound to a single vendor or specific technology. This ensures that the enterprise can integrate various technological components from both organizations and evolve with minimal constraints.

These principles align well with TOGAF ' s broader recommendations for guiding architectural changes, as found in Section 2.6 of the TOGAF ADM Techniques. They ensure that the EA practice is aligned with business objectives while maintaining flexibility, data

integrity, and a focus on enterprise-wide benefits.

These guiding principles are critical for the successful execution of the integration and adoption of new technologies while achieving cost efficiencies and improving service delivery.

For reference, TOGAF 's ADM Techniques highlight the importance of architectural principles in guiding transformational initiatives, ensuring that decisions are made consistently across the enterprise. Each principle supports organizational agility, system integration, and the efficient use of technology resources, all of which are vital for the enterprise 's stated objectives.

NEW QUESTION # 29

Please read this scenario prior to answering the question

You are employed as an Enterprise Architect at a technology company, reporting directly to the Chief Enterprise Architect. The company supplies personnel and delivers cloud- based solutions to numerous government agencies.

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 work remotely and need constant access to the company systems, which is done by the public infrastructure. They use message encryption, secure internet connections using Virtual Private Networks (VPNs), and other standard security measures. The company provides computer security awareness training for all its staff.

The Chief Security Officer (CSO) has noted an increase in distributed denial of service (DDoS) attacks on companies with a similar profile. The CSO understands that even with thorough preparation, a major attack could stop employees from being able to do their jobs. This could lead to a large financial loss, damage to the company's reputation with customers, and employees being unable to work.

A risk assessment has been completed and the company has looked for cyber insurance that covers such attacks. The price for this insurance is very high. The CTO has decided not to get cyber insurance to cover such attacks.

The company follows 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 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 Please read this scenario prior to answering the question 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 hold an Architecture Compliance Review with the scope to examine the company's ability to respond to such attacks. You would identify the departments involved and have them nominate representatives. You would then tailor checklists to address the requirement for increased business continuity and resilience. You would circulate the checklists to the nominated representatives for them to complete. You would review the completed checklists, identifying and resolving issues. You would then determine and present your recommendations to the Architecture Board.
- B. You would run a planning exercise to assess the business continuity requirements and analyze the current Enterprise Architecture for gaps. You create a formal change request related to business resilience and maintaining critical business functions. You would arrange a meeting of 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.
- C. You would request technology updates from existing suppliers that improve the company's capabilities to detect, react, and recover from an incident. You would run a simulated ransomware attack to evaluate the current Enterprise Architecture's resilience and recovery capabilities. Using the findings, you would perform a gap analysis of the current Enterprise Architecture, and prepare change requests to address identified gaps. You would document the changes implemented and add to the Architecture Repository.
- D. You would ensure that business value and cost of continuity measures are understood by key stakeholders, and that the company has in place up-to-date processes for managing change to the current Enterprise Architecture. You recommend that DDoS mitigation be addressed at the infrastructure level to ensure effective, scalable protection. 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.

Answer: B

Explanation:

In this scenario, the CTO has not purchased cyber-insurance, the CSO is concerned about increased DDoS risk, and YOU (the EA) are asked "to describe the steps you would take to strengthen the current architecture to improve data protection." Because the company follows the TOGAF standard and uses an iterative ADM cycle, the correct response must:

Start with the risk/continuity concern

Use the formal TOGAF change management process

Lead to a Request for Architecture Work

Initiate a new ADM cycle to update the architecture properly

Ensure Architecture Board governance

Option B is the only answer that matches TOGAF's required process.

✓ Why Option B is correct (TOGAF-aligned)

Option B follows TOGAF's Architecture Change Management (Phase H) process:

Assess the business continuity requirements- Correct: Phase H requires evaluating change triggers such as new risks, threats, or incidents.- DDoS risk → business continuity concern → legitimate architecture change trigger.

Analyze the current architecture for gaps- Correct: TOGAF Phase H requires assessing whether the current baseline architecture can support required resilience.

Create a formal Change Request- Exactly correct: Phase H outputs Architecture Change Requests (ACRs) for significant changes.- ACR includes description, rationale, and impact (in this case: resilience, continuity, and data protection).

Architecture Board reviews/approves the change request- Correct: All major architecture changes must go through Architecture Governance.

Create a new Request for Architecture Work (RAFW)- Required when the change is significant and needs a new ADM cycle.-

Strengthening data protection and business continuity DEFINITELY qualifies as a major change.

Begin a new ADM cycle to implement the changes- Perfectly aligned with TOGAF's iterative approach: Business continuity → update Technology Architecture → updated security patterns → updated Target Architecture.

This is exactly the TOGAF-prescribed method to strengthen an architecture when significant new risks appear.

Therefore, Option B is the correct and TOGAF-compliant answer.

✗ Why the other options are incorrect

A - Not TOGAF-aligned

Starts with vendors and simulations (not TOGAF-first steps).

No mention of Architecture Board or Change Management.

No Request for Architecture Work.

Gap analysis alone is not the first step for significant architectural risk.

C - Too narrow and skips TOGAF governance

Jumps straight to modifying the Technology Architecture baseline.

No Change Request, no RAFW, no ADM cycle initiation.

Recommends a solution ("DDoS mitigation at infrastructure level") before architectural assessment.

D - Misuses Architecture Compliance Review

Architecture Compliance Reviews check conformity to an existing architecture-not evaluate new risks or design resilience enhancements.

A compliance review is not the correct first step for addressing new threats.

NEW QUESTION # 30

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