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The Open Group OGEA-103 (TOGAF Enterprise Architecture Combined Part 1 and Part 2) Exam is a certification exam for enterprise architects who want to prove their expertise in the field of enterprise architecture. OGEA-103 exam is designed to test the candidates' knowledge and skills in both Part 1 and Part 2 of the TOGAF Standard. The TOGAF Standard is a framework that provides guidelines for enterprise architects to create and manage enterprise architectures that meet the business needs of an organization.

The OGEA-103 Exam is a comprehensive test that assesses a candidate's understanding of the principles, concepts, and techniques of enterprise architecture. It covers a broad range of topics, including architecture development methods, architecture content framework, enterprise continuum, and architecture capability framework. OGEA-103 exam also evaluates a candidate's ability to apply these concepts to real-world scenarios.

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The TOGAF Enterprise Architecture Combined Part 1 and Part 2 Certification Exam is a valuable certification for enterprise

architects and other professionals involved in enterprise architecture initiatives. It demonstrates a candidate's knowledge and skills in applying the TOGAF framework to real-world scenarios, and is recognized globally as a standard for enterprise architecture. With the right preparation and experience, candidates can successfully pass the exam and earn this prestigious certification.

## The Open Group TOGAF Enterprise Architecture Combined Part 1 and Part 2 Exam Sample Questions (Q91-Q96):

**NEW QUESTION # 91**
Please read this scenario prior to answering the question
You are employed as an Enterprise Architect for a company that supplies products for industrial productionautomation. You are part of an Enterprise Architecture (EA) team that has responsibilities across thecompany.
The company has multiple manufacturing plants where it assembles both standard and customizedproducts.
Each of these plants operates its own planning and production scheduling systems, as well asapplications and control systems that drive the automated production line.
During a recent management meeting, the agenda included discussion of how a competitor company hadimproved 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 maintenancecosts, and supported incremental replacement. The CIO claimed the company's current systemsarchitecture is already optimized. However, as the competitor has reported better financial results, the CEOhas requested an investigation of a cloud-based solution.
In response, the Architecture Board approved a Request for Architecture Work to find out if such anarchitecture transformation would lead to efficiency improvements. You have been asked to help thearchitecture team with this project.
A concern of the plant managers is the safety and dependability of using a remote centralized system forplanning and scheduling production. The system they choose must also be able to work with the localpartners in the supply chain at each plant.
The company has an Enterprise Architecture (EA) practice and uses the TOGAF standard as the basis for itswork. It has been running for many years and has established governance and development processes forEA. 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 run a series of interviews at each manufacturing plant to discover and document businessrequirements. 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 determineand record the main stakeholder requirements for the architecture. You would then create clear high-level descriptions of the current and future architectures.
- B. You would gather information from your suppliers and conduct a series of briefings with those of themthat are on the current approved supplier list. Based on the findings from the research, you wouldddefine 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, andtechnology perspective. You would then use the Architecture Vision to build agreement among thekey stakeholders.
- C. 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 Visionincluding summary views, high-level requirements, and high-level definitions of the baseline andtarget environments from a business, information systems, and technology perspective. You wouldthen use the Architecture Vision to build agreement among the local partners.
- D. You would develop baseline and target Architectures for each manufacturing plant, ensuring that theviews corresponding to selected viewpoints address key concerns of the stakeholders. A businesscase, together with performance metrics and measures should be defined to ensure the architecturemeets the business needs. A consolidated gap analysis between the architectures will then validatethe approach and determine the capability increments needed to achieve the target state.

**Answer: C**

Explanation:
OptionAbest aligns withTOGAF Phase A: Architecture Vision, which is thestarting phasefor an architecture development cycle in TOGAF. This phase sets the foundation for the architecture engagement and ensuresalignment with stakeholders and their concerns, especially when evaluating a major transformation like moving to acloud-based planning and scheduling system.
#Key TOGAF Concepts Supporting Option A:
1. Phase A: Architecture Vision Objectives
* Establish thehigh-level scope, constraints, and expectations.
* Identify stakeholdersand define theirconcerns and business requirements.
* Create theArchitecture Vision, which includes:
* Summary-levelBaseline and Target Architectureviews (business, data, application, and technology).
* Initialrequirementsandkey concerns.

* Stakeholder buy-inand approval for moving forward.
2. Engagement with Stakeholders
* In this case, theplant managers and local supply chain partnershave concerns regarding safety and dependability.
* TOGAF emphasizes early engagement withbusiness stakeholdersto ensure concerns are identified and incorporated into the vision.
3. Creating Architecture Vision Document
* A deliverable of Phase A.
* Includeshigh-level descriptionsof the baseline and target architectures, initialbusiness goals, and stakeholder viewpoints.
* Used tobuild agreement and obtain formal approvalto proceed with detailed architecture work in later phases (B-D).
#Why Other Options Are Incorrect:
* B: Focuses onsuppliersand not theactual stakeholdersimpacted by the architecture - i.e.,plant managers and internal operations. This diverts from TOGAF's stakeholder-driven approach in Phase A).
* C: This reflectsPhases B-Dof the ADM (Business, Information Systems, and Technology Architecture). It istoo detailed and prematurefor 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 aholistic view of the Architecture Vision development, and skips the TOGAF requirement to producesummary views of the baseline and target architecturesand to use them to drive stakeholder buy-in. It istactically correct, butstrategically incomplete.
#TOGAF Source References:
* 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 # 92**
Which phase of the ADM has the purpose to develop an Enterprise Architecture Capability?

- A. Phase G
- B. Phase A
- C. Phase B
- D. Preliminary Phase

**Answer: D**

Explanation:
According to the TOGAF Standard, 10th Edition, the Preliminary Phase of the Architecture Development Method (ADM) has the purpose to develop an Enterprise Architecture Capability 1. An Enterprise Architecture Capability is the ability of the organization to perform the activities and tasks related to Enterprise Architecture, such as defining the scope, principles, vision, governance, and stakeholders of the architecture. The Preliminary Phase also establishes the architecture framework, the architecture repository, the architecture tools, and the architecture team 1. The other options are not correct, as they have different purposes in the ADM. Phase G: Implementation Governance has the purpose to ensure that the implementation projects conform to the target architecture 2. Phase A: Architecture Vision has the purpose to define the scope, stakeholders, business drivers, and objectives of the architecture project 3. Phase B: Business Architecture has the purpose to describe the baseline and target business architecture, and to identify the gaps between them .

**NEW QUESTION # 93**
Please read this scenario prior to answering the question
Your role is consultant to the Lead Architect within a multinational company that manufactures electronic components. The company has several manufacturing divisions located worldwide and a complex supply chain. After a recent study, senior management have stated a concern about business efficiency considering the company's multiple data centers and duplication of applications.
The company has a mature Enterprise Architecture (EA) practice and uses the TOGAF architecture development method in its EA practice. In addition to the EA program, the company has several management frameworks in use, including business planning, project/portfolio management, and operations management.
The EA program is sponsored by the CIO.
A strategic architecture has been defined to improve the ability to meet customer demand and improve management of the supply chain. The strategic architecture includes the consolidation of multiple Enterprise Resource Planning (ERP) applications that have been operating independently in the divisions' production facilities.

Each division has completed the Architecture Definition documentation to meet its own specific manufacturing requirements. The enterprise architects have defined a set of work packages that address the gaps identified. They have identified the value produced, effort required, and dependencies between work packages to reach a farget architecture that would integrate a new ERP environment into the company.
Because of the risks posed by change from the current environment, the architects have recommended that a phased approach occurs to implement the target architecture with several transition states. The overall implementation process is estimated to take several years.
Refer to the scenario
You have been asked what the next steps are for the migration planning.
Based on the TOGAF standard which of the following is the best answer?

- A. You conduct a series of Compliance Assessments to ensure that the architecture is being implemented according to the contract. The Compliance Assessment should verify that the implementation team is using the proper development methodology. It should include deployment of monitoring tools and ensure that performance targets are being met. If they are not met, then you would identify changes to performance requirements and update those in the Implementation and Migration Plan.
- B. You assess how the Implementation and Migration plan impacts the other frameworks in use in the organization. Minimally, you ensure that the plan is coordinated with the business planning, project /portfolio management and operations management frameworks. You would then assign a business value to each work package, considering available resources and strategic fit. You then use the work packages to identify projects that will be in the Implementation and Migration Plan
- C. You place the Architecture Definition Document under configuration control. This will ensure that the architecture remains relevant and responsive to the needs of the enterprise. You would identify the development resources to undertake the projects. You would then produce an Implementation Governance Model to manage the lessons learned prior to finalizing the plan. You recommend that lessons learned be applied as changes to the architecture without review.
- D. You estimate the business value for each project by applying the Business Value Assessment Technique to prioritize the implementation projects and project increments. The assessment should focus on return on investment and performance evaluation criteria that can be used to monitor the progress of the architecture transformation. You would confirm and plan a series of Transition Architecture phases using an Architecture Definition Increments Table that lists the projects.

**Answer: D**

Explanation:
The Business Value Assessment Technique is a technique that can be used to estimate and compare the business value of the projects and project increments that implement the architecture work packages, which are the sets of actions or tasks that are required to implement a specific part of the architecture. The business value is the measure of the benefits or advantages that the project or project increment delivers to the business, such as increased revenue, reduced costs, improved quality, or enhanced customer satisfaction1 The steps for applying the Business Value Assessment Technique are:
Identify the criteria and factors that are relevant to the business value assessment, such as costs, benefits, risks, and opportunities. The criteria and factors should be aligned with the business goals and drivers that motivate the architecture work, and the stakeholder requirements and concerns that influence the architecture work.
Assign weights and scores to the criteria and factors, using various methods, such as expert judgment, historical data, or analytical models. The weights and scores should reflect the importance and performance of the criteria and factors, and the trade-offs and preferences of the stakeholders.
Calculate the business value for each project or project increment, using various techniques, such as net present value, return on investment, or balanced scorecard. The business value should indicate the expected or actual outcomes and impacts of the project or project increment on the business.
Prioritize the implementation projects and project increments, based on the business value and other considerations, such as dependencies, resources, or risks. The prioritization should determine the order or sequence of the projects and project increments, and the allocation and utilization of the resources.
Therefore, the best answer is C, because it describes the next steps for the migration planning, which are the activities that support the transition from the Baseline Architecture to the Target Architecture. The answer covers the Business Value Assessment Technique, which is relevant to the scenario.
1: The TOGAF Standard, Version 9.2, Part III: ADM Guidelines and Techniques, Chapter 28: Business Value Assessment Technique : 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 II:
Architecture Development Method (ADM), Chapter 21: Phase F: Migration Planning : The TOGAF Standard, Version 9.2, Part IV: Architecture Content Framework, Chapter 36: Building Blocks

**NEW QUESTION # 94**

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 EAteam 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. Before preparing the detailed Implementation and Migration plan, the Enterprise 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.
- C. 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.
- D. 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.

**Answer: C**

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 # 95**
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. Control Technical Diversity, Interoperability, Data is an Asset, Data is Shared, Business Continuity
- B. Common Use Applications, Data is an Asset, Common Vocabulary and Data Definitions, Maximize Benefit to the Enterprise, Business Continuity
- C. Ease of Use, Common Use Applications, Data is an Asset, Technology Independence, Business Continuity
- D. Service Orientation, Compliance with the Law, Requirements Based Change, Responsive Change Management, Data Security

**Answer: B**

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.
References:
* TOGAF Standard, ADM Techniques, Architecture Principles (Section 2.6)
* TOGAF Standard, Part III: ADM Guidelines and Techniques
* TOGAF Enterprise Architecture Principles - The Open Group

**NEW QUESTION # 96**
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