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>> OGEA-102 Unterlage <<

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The Open Group TOGAF Enterprise Architecture Part 2 Exam OGEA-102 Prüfungsfragen mit Lösungen (Q29-Q34):

29. Frage
Please read this scenario prior to answering the question
You are working as the Chief Enterprise Architect within a law firm specializing in personal injury cases. Many of the firm's competitors have improved their litigation strategies, and efficiency by streamlining their processes using Artificial Intelligence {AI}. The CIO has approved a Request for Architecture Work to examine the use of Machine Learning in defining a new AI-driven litigation and finance process for the firm. This process would instruct the lawyers and analysts as to what tasks and portfolio they should work on. The key objectives are to increase task profitability, maximize staff utilization, and increase individual profitability. The CIO has emphasized that the architecture should enable the fast implementation of continuous Machine Learning. The solution will need to be constantly measured for delivered value and be quickly iterated to success.
Some of the partners have expressed concerns about letting the AI make the decisions, others about the risks associated with use of it for the type of service they deliver. The CIO wants to know if these concerns can be addressed, and how risks will be covered by a new architecture enabling AI and Machine Learning.
Refer to the scenario
You have been asked to respond to the CIO recommending an approach that would enable the development of an architecture that addresses the concerns of the CIO and the concerns of the partners.
Based on the TOGAF standard which of the following is the best answer?

- A. You recommend that an analysis of the stakeholders is undertaken resulting in documenting the stakeholders and their concerns in a Stakeholder Map. The concerns and relevant views should then be defined for each group and recorded in the Architecture Vision document. The requirements will include risk mitigation through regular assessments. This will also allow a supervised agile implementation of the continuous Machine Learning.
- B. You recommend that a Communications Plan be created to address the key stakeholders, the most powerful and influential partners. This plan should include a report that summarizes the key features of the architecture reflecting their requirements. You will check with each key stakeholder that their concerns are being addressed. Risk mitigation and agility will be explicitly addressed as a component of the architecture being developed.
- C. You recommend creation of a set of business models that can be applied uniformly across all architecture projects. The stakeholders will be trained to understand the business models to ensure they can see that their concerns are being addressed. Risk will be addressed once the Security Architecture is developed, which will happen later to avoid slowing down the agility required by the CIO.
- D. You recommend that all possible models be created for each candidate architecture that will enable the AI and Machine Learning solution. This ensures that all the necessary data and detail is addressed. A formal review should be held with the stakeholders to verify that their concerns have been properly addressed by the models. Agility will be considered during Phase G Implementation Governance.

Antwort: A

Begründung:
A Stakeholder Map is a technique that can be used to identify and classify the stakeholders of the architecture work, and to document their key interests, requirements, and concerns. A stakeholder is any person, group, or organization that has a stake in the outcome of the architecture work, such as the sponsor, the client, the users, the suppliers, the regulators, or the competitors. A Stakeholder Map can help to understand the needs and expectations of the stakeholders, and to communicate and engage with them effectively1 The steps for creating a Stakeholder Map are:
Identify the stakeholders of the architecture work, using various sources and methods, such as interviews, surveys, workshops, or existing documents.
Classify the stakeholders according to their roles, responsibilities, and relationships, using various criteria and dimensions, such as power, influence, interest, attitude, or impact.
Define the concerns and relevant views for each stakeholder group, using various techniques, such as business scenarios, use cases, or value propositions. A concern is a key interest or issue that is relevant to the stakeholder, such as a goal, a problem, a need, or a risk. A view is a representation of the system of interest from the perspective of one or more stakeholders and their concerns.
Record the stakeholders and their concerns in a Stakeholder Map, which shows the mapping between the stakeholder groups, the

concerns, and the views. The Stakeholder Map also shows the dependencies, assumptions, and issues related to each stakeholder and concern.

Therefore, the best answer is B, because it recommends the approach that would enable the development of an architecture that addresses the concerns of the CIO and the partners, using the Stakeholder Map technique. The answer covers the following aspects:

An analysis of the stakeholders is undertaken, which involves identifying, classifying, and defining the stakeholders and their concerns.

The stakeholders and their concerns are documented in a Stakeholder Map, which provides a clear and comprehensive picture of the stakeholder landscape and their interests.

The concerns and relevant views are recorded in the Architecture Vision document, which is the output of Phase A: Architecture Vision of the Architecture Development Method (ADM), which is the core process of the TOGAF standard that guides the development and management of the enterprise architecture. The Architecture Vision defines the scope and approach of the architecture work, and establishes the business goals and drivers that motivate the architecture work. The Architecture Vision also involves obtaining the approval and commitment of the sponsors and other key stakeholders, and initiating the Architecture Governance process2 The requirements include risk mitigation through regular assessments, which involves identifying, analyzing, and evaluating the risks that may affect the architecture, and determining the appropriate measures or actions to prevent, reduce, or mitigate the risks. Risk mitigation can also involve monitoring and reviewing the risk situation, and communicating and reporting the risk status and actions3 This approach also allows a supervised agile implementation of the continuous Machine Learning, which involves applying agile principles and practices to the architecture development and implementation, such as iterative and incremental delivery, frequent feedback, collaboration, and adaptation. A supervised agile implementation can help to ensure the quality, value, and alignment of the architecture, and to respond to the changing needs and expectations of the stakeholders.

30. Frage

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 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.
- 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 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.
- 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.

Antwort: A

Begründung:
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.

31. Frage
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. Common Use Applications, Data is an Asset, Common Vocabulary and Data Definitions, Maximize Benefit to the Enterprise, Business Continuity

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

Antwort: A

Begründung:
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
TOGAF Enterprise Architecture Principles - The Open Group

32. Frage
Please read this scenario prior to answering the question
You are employed as an Enterprise Architect working within the Enterprise Architecture (EA) team at an electric vehicle manufacturer. The company focuses on designing, manufacturing, and advancing battery technology for sustainable transportation, while also investing in charging infrastructure, autonomous driving systems, and renewable energy integration.
The company is introducing a major change to its vehicle design over a five-year period. This will be a cross-functional effort between hardware and software teams, delivering significant new features in the vehicles they manufacture. It is planned to be developed in phases. An architecture to support strategy has been completed with a roadmap for a set of projects.
The EA team has taken over the architecture for the hardware and software automotive platform used by current vehicles, some of which will be used again in the new vehicle design. The EA team has started to pick which parts of the architecture to use again.
The presentation and access to different variations of data that the company plans to offer through its vehicles creates a design

challenge. The application portfolio and supporting infrastructure must connect with multiple cloud services and data repositories in different countries to be able to handle the data at a large scale.

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 primary business services that the company plans to provide. These services will handle and use the data created by vehicles, preparing the way for self-driving vehicles in the future.

The company uses the TOGAF standard as the basis for its Enterprise Architecture framework. The EA team reports to the Chief Technical Officer (CTO), who is the sponsor of the EA program. The CTO requires that the EA team follow the purpose- based EA Capability model as described in the TOGAF Series Guide: A Practitioners' Approach to Developing Enterprise Architecture Following the TOGAF® ADM.

Refer to the scenario

How would you plan, organize, and manage the architecture development at this stage?

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

- A. Architecture descriptions for the Application, Data, and Technology Architectures should be developed at a suitable level to address the problems, and to identify the different options. For each project this includes identification of candidate architecture and solution building blocks. Solution providers should be identified, a readiness assessment performed, and an assessment of the viability and fitness of the solution options. The results should be added to the draft Implementation and Migration plan.
- B. Follow a standard pattern for cloud solutions that manage complex data, and which fits with the architecture to support strategy. Develop high-level Target Data, Application and Technology Architectures. Review the Architecture Vision to determine the level of detail, time, and scope of the ADM cycle phases required for architecture development for the project. Identify and estimate the cost of the main work packages. Create an Architecture Roadmap and request the Architecture Board to approve the roadmap. Start the project.
- C. Start an iteration of ADM Phase A, perform a Stakeholder Analysis, identifying the key stakeholders and revising the Architecture Vision. Update the Stakeholder map created for the strategic architecture, so it reflects the stakeholders who are now the most important for the projects that are to be developed. Hold a formal review with the CTO, who should decide which projects to include in the Architecture Roadmap and update the Implementation and Migration Plan to reflect the decisions.
- D. The superior architecture should be used to guide the approach. Review the identified projects, dependencies, and potential overlaps, then decide the order for starting the projects. Develop high-level architecture descriptions. For each project determine how much work is needed, identify reference architectures, and candidate building blocks. Identify the resource needs, considering cost and value. Document the different options, risks, and ways to control them to enable feasibility analysis and trade-off with the stakeholders.

Antwort: D

Begründung:
The scenario states that:
A strategic architecture and roadmap already exist.
Business Architecture is complete, so the work now shifts to Information Systems and Technology Architectures (ADM Phases B-D).
The CTO requires use of the purpose-based EA Capability model (from the TOGAF Series Guide: A Practitioner's Approach to Developing Enterprise Architecture Following the TOGAF ADM).
The EA team has to plan, organize, and manage the next stage of architecture development, including re-use of existing hardware/software platform components, candidate solutions, feasibility, risks, and prioritization.
Under the purpose-based EA approach, when moving from strategy into defining the next layers of architecture, TOGAF emphasizes:
Using the superior (already-approved) architecture to guide the next ADM cycles
- This corresponds to the strategic architecture that is already completed.
Analyzing project dependencies, overlaps, and sequencing
Defining high-level architecture descriptions for the next iteration
Identifying reference architectures and candidate building blocks (especially when reusing existing platform components) Assessing feasibility, value, cost, and risk for each project Preparing for stakeholder trade-offs before formalizing the roadmap These tasks map directly to Option A.
Why Option A is correct
Option A includes exactly what the purpose-based EA approach prescribes at this stage:
"The superior architecture should be used to guide the approach."
✔ Correct - strategic architecture guides the work.
"Review the identified projects, dependencies, and potential overlaps, then decide the order..."
✔ Correct - sequencing and dependency assessment are core early tasks in Phases B-D planning.
"Develop high-level architecture descriptions."

✔ Correct - Business Architecture is done; now high-level IS/Tech Architecture descriptions are needed.
"Identify reference architectures and candidate building blocks."
✔ Correct - aligns with TOGAF building-block approach, and specifically fits the scenario where existing platform components will be reused.
"Identify resource needs, considering cost and value."
✔ Correct - mandatory for feasibility and planning.
"Document options, risks, and ways to control them to enable feasibility analysis and trade-off with stakeholders."
✔ Correct - this matches ADM guidelines for preparing options and addressing complexity before deeper development.
This is precisely how TOGAF expects the architecture team to plan, organize, and manage an ADM cycle after strategy is set.

33. Frage

Please read this scenario prior to answering the question

You are employed as an Enterprise Architect working at a vehicle manufacturing company. The company specializes in buses and coaches. You are part of an Enterprise Architecture (EA) team that has responsibilities across multiple divisions of the company. EA provides the company with a comprehensive framework to develop and manage their manufacturing infrastructure, processes for component production, and design and testing systems.

The company has a corporate strategy that focuses on switching to electric power for its vehicles. It has invested heavily in a new standardized design, production efforts, and major components to use across all its product range. The company has multiple manufacturing plants in North America, Europe, and in Asia.

Customer demand has caused a backlog of orders because many customers want to have more environmentally friendly public transportation. There are not enough electronic components available, which is making it hard to produce products and meet customer demand. To address this issue, the company has started making the battery packs themselves and has hired new suppliers. The EA team is working on a project to improve the process and systems to design, produce, and test the battery pack. As part of putting the new battery pack into production, changes to the assembly processes need to be made. A trial has been completed at a single location. The Chief Engineer, sponsor of the project, and the Architecture Board have approved the plan to roll out these changes to all plants.

Preliminary Architecture Contracts are being developed to detail the work needed to put in place the new processes for each location. The EA team leader has called a meeting to discuss the contracts. It is emphasized that the Architecture Contract will serve as the key connection between architecture and implementation organizations.

The company mixes internal teams with a few third-party contractors at the locations.

The Chief Engineer is worried that the implementation and deployment will not be consistent and of satisfactory quality.

The company has an established EA practice. It uses the TOGAF standard as the foundation for its work including the internal EA framework. Additionally, the company uses various management frameworks such as business planning, project management, and operations management.

Refer to the scenario

The EA team leader asks you how you would address the Chief Engineer's concern.

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

- A. The contracts must be checked to ensure they have flexibility. For changes undertaken by internal teams, a memorandum of understanding between the Architecture Board and the implementation organization is needed. If a contract is issued to a contractor, it must be a fully enforceable legal contract. If a deviation from the Architecture Contract is found, the Architecture Board must grant a dispensation to allow the implementation organization to customize the process to meet their local needs.
- B. The contracts must be used to manage the architecture governance processes across the locations. Monitoring tools must be put in place to assess the performance of each completed battery pack at each location. If a deviation from the contract is needed, the Architecture Board should allow the Architecture Contract to be modified for the location. In such cases they should issue a new Request for Architecture Work to implement a modification to the Architecture Definition.
- C. The contracts must be checked to ensure they can be used to direct and control the implementation teams. For contracts issued to third-party contractors, they must be enforceable legal contracts. For internal development teams, a memorandum of understanding with the Architecture Board is needed. The Architecture Board must review all deviations from the Architecture Contract and decide whether to grant a dispensation to allow the implementation organization to customize the process to meet their local needs.
- D. The contracts must specify goals, measures, acceptance terms, and risks.
Third-party contracts must be legally enforceable. It is advisable to establish a schedule of compliance reviews at key points in the implementation process.
The Architecture Board must review all deviations from the Architecture Contract and consider whether to grant a dispensation to allow the process to be customized for local needs. Ensure that all dispensations are time-bound rather than indefinite.

Antwort: D

Begründung:

The Chief Engineer is concerned that implementation across multiple plants and mixed teams (internal + contractors) may be inconsistent and of poor quality.

The question asks: How should Architecture Contracts be used to address this concern according to the TOGAF standard?

TOGAF states that an Architecture Contract must:

Define obligations of both architecture and implementation organizations Specify metrics, measures, acceptance criteria, and success factors Identify risks and mitigation Support Architecture Governance through compliance reviews Apply to BOTH internal teams and external suppliers (external contracts must be legally enforceable) Option C is the only one that correctly reflects these TOGAF requirements.

✔ Why Option C is correct

1. Architecture Contracts must specify goals, measures, acceptance terms, and risks TOGAF explicitly states that Architecture Contracts should include:

Statement of Architecture Work

Performance metrics and measures

Acceptance criteria

Risks and issues

Compliance and conformance requirements

Option C includes all of these.

2. Third-party contracts must be legally enforceable

True - TOGAF states that when external suppliers are involved, Architecture Contracts often take the form of legally binding contracts.

Option C:

"Third-party contracts must be legally enforceable."

Correct.

3. Compliance reviews must be scheduled

TOGAF's Architecture Governance Framework prescribes scheduled Architecture Compliance Reviews to ensure that implementation conforms to the Architecture Contract.

Option C:

"establish a schedule of compliance reviews at key points"

Correct - this directly addresses the Chief Engineer's concern about consistency and quality.

4. Deviations must be reviewed by the Architecture Board and any dispensations should be time-bound TOGAF allows dispensations but requires:

Formal review

Approval by the Architecture Board

Time-bound accommodations rather than permanent exceptions

Option C includes exactly this guidance.

34. Frage

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