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Vendor:The Open Group

Exam Code:OGEA-103

Exam Name:TOGAF Enterprise Architecture
Combined Part 1 and Part 2

Version:Demo

QUESTION 1

Which one of the following classes of information within the Architecture Repository would typically contain a list of the applications in use within the enterprise?

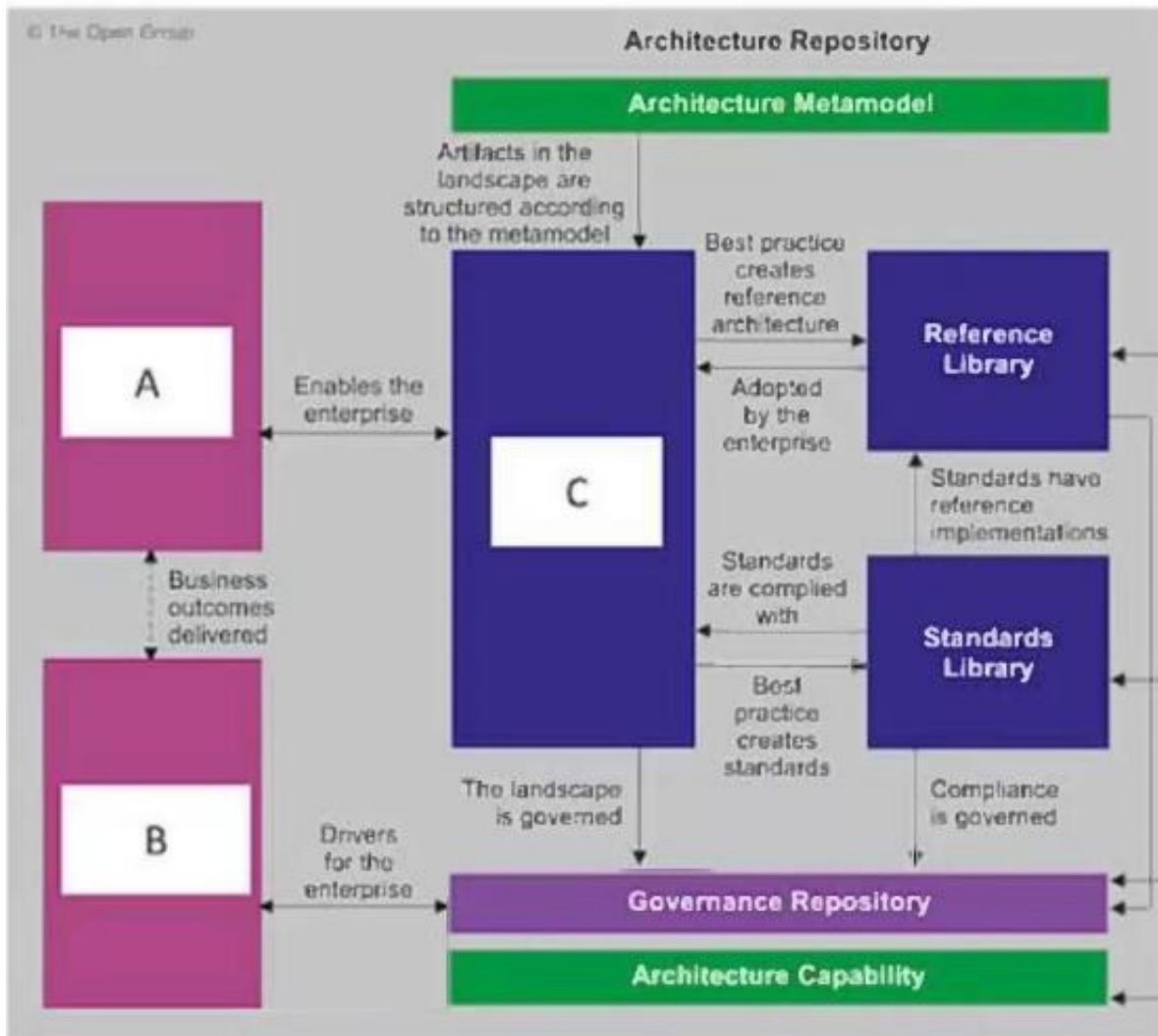
- A. Reference Library
- B. Architecture Metamodel
- C. Architecture Landscape
- D. Governance Log

Correct Answer: C

Explanation: The Architecture Landscape is a class of information within the Architecture Repository that shows an architectural view of the building blocks that are in use within the organization today (the Baseline Architecture), as well as those that are planned for the future (the Target Architecture). The Architecture Landscape typically contains a list of the applications in use within the enterprise, along with their relationships and dependencies, as well as other relevant architectural information. The Architecture Landscape helps to identify opportunities for re-use, consolidation, or retirement of existing applications, as well as gaps or overlaps in the current or future architecture. References: : The TOGAF Standard, Version 9.2, Part IV: Architecture Content Framework, Chapter 34: Architecture Landscape : The TOGAF Standard, Version 9.2, Part VI: Architecture Capability Framework, Chapter 47: Architecture Repository

QUESTION 2

Consider the illustration.



What are the items labelled A, B and C?

- A. A-Solution Landscape, B-Architecture Requirements Repository, C-Architecture Landscape
- B. A-Architecture Landscape, B-Architecture Requirements Repository, C-Solutions Landscape
- C. A-EA Landscape, B-Requirements Repository, C-Artifacts Landscape
- D. A-Architecture Requirements Repository, B-Solutions Repository, C-Architecture Landscape

Correct Answer: A

<https://pubs.opengroup.org/togaf-standard/introduction/chap03.html>

QUESTION 3

In which part of the ADM cycle do building block gaps become associated with work packages that will address the gaps?

- A. Phases G and H

B. Phases F

C. Phases B C and D

D. Phase E

Correct Answer: D

Explanation: In Phase E of the ADM cycle, building block gaps become associated with work packages that will address the gaps. This phase involves creating an Implementation and Migration Plan that defines a set of work packages and Transition Architectures that will deliver the Target Architecture. Reference: The TOGAF Standard | The Open Group Website, Section 3.2.5 Phase E: Opportunities and Solutions.

QUESTION 4

Consider the following statement:

According to the TOGAF Standard a governed approach of a particular deliverable will ensure a system of continuous monitoring to check integrity changes decision-making and audit of all architecture-related activities

Which deliverable is being referred to?

A. An Architecture Contract

B. The Architecture Definition Document

C. The Architecture Vision

D. The Statement of Architecture Work

Correct Answer: A

Explanation: An Architecture Contract is a deliverable that specifies the responsibilities and obligations of the parties involved in the implementation and governance of an architecture. It ensures a system of continuous monitoring to check integrity changes decision-making and audit of all architecture-related activities. Reference: The TOGAF Standard | The Open Group Website, Section 3.3.4 Architecture Contracts.

QUESTION 5

Consider the following statement.

According to the TOGAF standard, a governed approach of a particular deliverable will ensure adherence to the principles, standards, and requirements of the existing or developing architectures.

Which deliverable does this refer to?

A. The Architecture Vision

B. The Statement of Architecture Work

C. An Architecture Contract

D. The Architecture Definition Document

Correct Answer: C

Explanation: According to the TOGAF Standard, 10th Edition, an architecture contract is "a formal agreement between a service provider and a service consumer that defines the mutual commitments and expectations for the delivery of an architecture" 1. An architecture contract is a governed approach of a particular deliverable that will ensure adherence to the principles, standards, and requirements of the existing or developing architectures, as it specifies the roles, responsibilities, deliverables, quality criteria, and acceptance criteria for the architecture work 1. The other options are not correct, as they are not governed approaches of a particular deliverable, but rather different types of deliverables within the architecture development process. An architecture vision is "a high-level, aspirational view of the target architecture" 1. A statement of architecture work is "a document that defines the scope and approach that will be used to complete an architecture project" 1. An architecture definition document is "a document that describes the baseline and target architectures for one or more domains" 1. References: 1: TOGAF Standard, 10th Edition, Part I: Introduction, Chapter 3: Definitions.

QUESTION 6

What component of the Architecture Repository represents architecture requirements agreed with the Architecture Board?

- A. Reference Library
- B. Architecture Capability
- C. Architecture Requirements Repository
- D. Governance Log

Correct Answer: C

Explanation: The Architecture Requirements Repository stores all the requirements that are output of the architecture development cycle, as well as the requirements that are input to the architecture development cycle¹. The Architecture Requirements Repository includes the following types of requirements¹: Stakeholder Requirements: These are the high-level requirements and expectations of the stakeholders, derived from the business drivers, goals, and objectives. They are captured and refined in the Architecture Vision phase and the Requirements Management phase. Architecture Requirements: These are the detailed requirements that specify what the architecture must do or deliver to meet the stakeholder requirements. They are derived and refined in the Business, Information Systems, and Technology Architecture phases. Implementation and Migration Requirements: These are the detailed requirements that specify what the implementation and migration projects must do or deliver to realize the architecture. They are derived and refined in the Opportunities and Solutions and Migration Planning phases. The Architecture Requirements Repository is used to manage the architecture requirements throughout the architecture lifecycle, ensuring their traceability, consistency, and compliance¹. The Architecture Board is the authority that reviews and approves the architecture requirements, as well as the architecture deliverables and artifacts, as part of the architecture governance process². References: 1: Architecture Requirements Repository 2: Architecture Board

QUESTION 7

Which of the following is a responsibility of an Architecture Board?

- A. Conducting assessments of the maturity level of architecture discipline within the organization
- B. Allocating resources for architecture projects
- C. Creating the Statement of Architecture Work

D. Establishing targets for re-use of components

Correct Answer: D

<https://pubs.opengroup.org/architecture/togaf9-doc/arch/chap41.html>

QUESTION 8

Which of the following describes how the Enterprise Continuum is used when developing an enterprise architecture?

- A. To identify and understand business requirements
- B. To coordinate with the other management frameworks in use
- C. To describe how an architecture addresses stakeholder concerns
- D. To classify architecture and solution assets

Correct Answer: D

Explanation: The Enterprise Continuum consists of two complementary concepts: the Architecture Continuum and the Solutions Continuum¹. The Architecture Continuum provides a consistent way to describe and understand the generic and reusable architecture building blocks, such as models, patterns, and standards, that can be applied and tailored to specific situations². The Solutions Continuum provides a consistent way to describe and understand the specific and implemented solution building blocks, such as products, services, and components, that realize the architecture building blocks³. The Enterprise Continuum enables the reuse and integration of architecture and solution assets across different levels of abstraction, scope, and detail, ranging from foundation architectures to organization-specific architectures¹. The Enterprise Continuum is used when developing an enterprise architecture to support the following activities¹: Selecting relevant architecture and solution assets from the Architecture Repository or other sources, based on the business drivers, goals, and requirements Adapting and customizing the architecture and solution assets to suit the specific needs and context of the enterprise Defining and developing the target architecture and the architecture roadmap, based on the gaps and opportunities identified between the baseline and the target states Defining and developing the implementation and migration plan, based on the architecture roadmap and the solution building blocks Governing and managing the architecture and solution assets throughout the architecture lifecycle, ensuring their quality, consistency, and compliance References: 1: The TOGAF Standard, Version 9.2 - Enterprise Continuum 2: The TOGAF Standard, Version 9.2 - Architecture Continuum 3: The TOGAF Standard, Version 9.2 - Solutions Continuum

QUESTION 9

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 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.

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 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.

Correct Answer: C

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. References: 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]

QUESTION 10

Which of the following best describes the purpose of the Architecture Roadmap?

- A. It provides for effective communication of the end architecture project to the stakeholders
- B. It is sent from the sponsor and triggers the start of an architecture development cycle
- C. It forms the basis of a contractual agreement between the sponsor and the architecture organization
- D. It lists work packages on a timeline showing progress towards the Target Architecture

Correct Answer: D

Explanation: The purpose of the Architecture Roadmap is to provide a high-level view of how the Baseline Architecture will transition to the Target Architecture over time. It lists work packages on a timeline showing progress towards the Target Architecture, as well as dependencies, risks, and benefits. The Architecture Roadmap forms part of the Implementation and Migration Plan and guides the execution of the architecture projects. References: <https://pubs.opengroup.org/architecture/togaf9-doc/arch/chap20.html>

QUESTION 11

Consider the following statement.

Projects may cycle between ADM phases, in planned cycles covering multiple phases.

What does it illustrate?

- A. Requirements management
- B. Iteration
- C. Implementation governance

D. Enterprise Architecture

Correct Answer: B

Explanation: The statement "Projects may cycle between ADM phases, in planned cycles covering multiple phases" illustrates the concept of iteration, which is the process of repeating the ADM phases or steps within a phase to refine the architecture outputs and address the changing requirements and stakeholder concerns. Iteration can occur at different levels of granularity and scope, such as within a single phase, across multiple phases, or across the entire ADM cycle. Iteration can also be applied to different architecture domains, such as business, data, application, and technology. Iteration is a key feature of the ADM that enables the development of architectures that are fit for purpose, adaptable, and responsive to change. References: : The TOGAF Standard, Version 9.2, Part III: ADM Guidelines and Techniques, Chapter 24: Applying Iteration to the ADM

QUESTION 12

Which of the following supports the need to govern Enterprise Architecture?

- A. The Architecture Project mandates the governance of the target architecture
- B. The TOGAF standard cannot be used without executive governance
- C. Best practice governance enables the organization to control value realization
- D. The Stakeholders preferences may go beyond the architecture project scope and needs control

Correct Answer: C

Explanation: This statement best supports the need to govern Enterprise Architecture. Best practice governance enables the organization to control value realization by ensuring that architectures are aligned with the enterprise's strategy and objectives, meet the quality and performance requirements, and deliver the expected benefits and outcomes. The Architecture Project does not mandate the governance of the target architecture, but rather follows the governance framework established by the enterprise. The TOGAF standard can be used without executive governance, but it is recommended that executive sponsorship and support are obtained for successful architecture development and transition. The Stakeholders preferences may go beyond the architecture project scope and need control, but this is not the primary reason for governing Enterprise Architecture. Reference: The TOGAF Standard | The Open Group Website, Section 3.3.6 Architecture Governance.