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Question 1

Question Type: MultipleChoice

Please read this scenario prior to answering the question

You are serving as the Lead Architect for an Enterprise Architecture team within a leading multinational biotechnology company. The company works in three major industries, including healthcare, crop production, and agriculture. Your team works within the healthcare division.

The healthcare division is developing a new vaccine, and has to demonstrate its effectiveness and safety in a set of clinical trials that satisfy the regulatory requirements of the relevant health authorities. The clinical trials are undertaken by its research laboratories at multiple facilities worldwide. In addition to internal research and development activities, the healthcare division is also involved in publicly funded collaborative research projects with industrial and academic partners.

The Enterprise Architecture team has been engaged in an architecture project to develop a secure system that will allow the healthcare researchers to share information more easily about their clinical trials, and work more collaboratively across the organization and also with its partners. This system will also connect with external partners.

The Enterprise Architecture team uses the TOGAF ADM with extensions required to support healthcare manufacturing practices and laboratory practices. Due to the highly sensitive nature of the information that is managed, special care has been taken to ensure that each architecture domain considers the security and privacy issues that are relevant.

The Vice President for Worldwide Clinical Research is the sponsor of the Enterprise Architecture activity. She has stated that disruptions must be minimized for the clinical trials, and that the rollout must be undertaken incrementally.

Refer to the scenario

You have been asked to recommend the approach to identify the work packages for an incremental rollout meeting the requirements.

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

Options:

A- You recommend that the Solution Building Blocks from a Consolidated Gaps, Solutions and Dependencies Matrix be grouped into a set of work packages. Using the matrix as a planning tool, regroup the work packages to account for dependencies. Sequence the work packages into the Capability Increments needed to achieve the Target Architecture, so that the implementation team can schedule the rollout one region at a time to minimize disruption. Document the work packages for the Enterprise Architecture using a Transition Architecture State Evolution Table.

B- You recommend that a Consolidated Gaps, Solutions and Dependencies Matrix is used as a planning tool for creating work packages. For each gap classify whether the solution is either a new development, purchased solution, or based on an existing product. Group the similar solutions together to define the work packages. Regroup the work packages into a set of Capability Increments to transition to the Target Architecture considering the schedule for clinical trials, and document in an Architecture Definition Increments Table.

C- You recommend that an Implementation Factor Catalog is drawn up to indicate actions and constraints. A Consolidated Gaps, Solutions and Dependencies Matrix should also be created. For each gap, identify a proposed solution and classify it as new development, purchased solution, or based on an existing product. Group similar activities together to form work packages. Identify dependencies between work packages factoring in the clinical trial schedules. Regroup the work packages into a set of Capability Increments scheduled into a series of Transition Architectures.

D- You recommend that the set of required Solution Building Blocks be determined by identifying those which need to be developed and which need to be procured. Eliminate any duplicates. Group the remaining Solution Building Blocks together to create the work packages using a CRUD (create, read, update, delete) matrix. Rank the work packages and select the most cost-effective options for inclusion in a series of Transition Architectures. Schedule the roll out of the work packages to be sequential across the geographic regions.

Answer:

B

Explanation:

A Consolidated Gaps, Solutions and Dependencies Matrix is a technique that can be used to create work packages for an incremental rollout of the architecture. A work package is a set of actions or tasks that are required to implement a specific part of the architecture. A work package can be associated with one or more Architecture Building Blocks (ABBs) or Solution Building Blocks (SBBs), which are reusable components of business, IT, or architectural capability. A work package can also be associated with one or more Capability Increments, which are defined, discrete portions of the overall capability that deliver business value. A Capability Increment can be realized by one or more Transition Architectures, which are intermediate states of the architecture that enable the transition from the Baseline Architecture to the Target Architecture¹²³

The steps for creating work packages using this technique are:

For each gap between the Baseline Architecture and the Target Architecture, identify a proposed solution and classify it as new development, purchased solution, or based on an existing product. A gap is a difference or deficiency in the current state of the architecture that needs to be addressed by the future state of the architecture. A solution is a way of resolving a gap by implementing one or more ABBs or SBBs.

Group similar solutions together to define the work packages. Similar solutions are those that

have common characteristics, such as functionality, technology, vendor, or location.

Identify dependencies between work packages, such as logical, temporal, or resource dependencies. Dependencies indicate the order or priority of the work packages, and the constraints or risks that may affect their implementation.

Regroup the work packages into a set of Capability Increments to transition to the Target Architecture. Capability Increments should be defined based on the business value, effort, and risk associated with each work package, and the schedule and objectives of the clinical trials. Capability Increments should also be aligned with the Architecture Vision and the Architecture Principles.

Document the work packages and the Capability Increments in an Architecture Definition Increments Table, which shows the mapping between the work packages, the ABBs, the SBBs, and the Capability Increments. The table also shows the dependencies, assumptions, and issues related to each work package and Capability Increment.

Therefore, the best answer is B, because it describes the approach to identify the work packages for an incremental rollout meeting the requirements, using the Consolidated Gaps, Solutions and Dependencies Matrix as a planning tool.

Question 2

Question Type: MultipleChoice

Scenario

You are working as an Enterprise Architect within an Enterprise Architecture (EA) team at a large government agency. The agency has multiple divisions.

The agency has a well-established EA practice and follows the TOGAF standard as its method for architecture development. Along with the EA program, the agency also uses various management frameworks, including business planning, project/portfolio management, and operations management. The EA program is sponsored by the Chief Information Officer (CIO), who has actively promoted architecting with agility within the EA department as her preferred approach for projects.

The government has mandated that the agency prepare themselves for an Artificial Intelligence (AI)-first world, which they have called their "AI-first" plan. As a result, the agency is looking to determine the impact and role that AI will play moving forward. The CIO has approved a Request for Architecture Work to look at how AI can be used for services across the agency. She has noted that digital platforms will be a priority for investment in order to scale the AI applications planned. Using AI to automate tasks and make things run smoother is seen as a big advantage. Process automation and improved efficiency from manual, repetitive activities have been identified as the key benefits of applying generative AI to their agency's business. This will

include back-office automation, for example, for help center agents who receive hundreds of email inquiries. This should also improve services for citizens by making them more efficient and personalized, tailored to each individual's needs.

Many of the agency leaders are worried about relying too much on AI. Some leaders think their employees will need to learn new skills. Some employees are worried they might lose their jobs to AI. Other leaders worry about security and cyber resilience in the digital platforms needed for AI to be successful.

The leader of the Enterprise Architecture team has asked for your suggestions on how to address the concerns, and how to manage the risks of a new architecture for the AI-first project.

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

Options:

- A-** You recommend creating an Organization Map to display the links between different parts of the agency. This will help the EA team to find and involve all areas of the agency impacted by this strategic change. Multiple business models should then be created that can be applied to AI-related projects. A meeting will be held with the stakeholders to teach them how to interpret the models and see how their concerns are being addressed. Risk will be managed as part of the Security Architecture development.
- B-** You recommend that the key stakeholders be formally identified. This should include those who will be most helpful for the change to be successful. A Communication Plan should be made to address their needs. This plan should include a report that summarizes the key features of the architecture based on stakeholder requirements and addressing concerns. You communicate with each key stakeholder to make sure their concerns are being addressed. You make sure that the architecture being developed clearly addresses risk management.
- C-** You recommend conducting an analysis of the stakeholders. This involves documenting the positions, concerns, issues, and cultural factors of each group. This information will shape how the architecture is to be presented and communicated. The concerns and relevant views can then be defined for each group and recorded in the Architecture Vision document. The requirements for addressing risk should be recorded in the Architecture Requirements Specification and checked through regular assessments and feedback.
- D-** You recommend conducting an analysis that separates the different types of stakeholders into groups. They can be divided into categories: corporate functions, end-user organization, project team, external vendors, and external partners. A model will be developed for each stakeholder category to ensure that all the necessary information and actions are taken into account. Meetings will be arranged with stakeholders to verify that their concerns have been adequately addressed. Risk management will be included in this process.

Answer:

C

Explanation:

Comprehensive and Detailed Step-by-Step Explanation

Context of the Scenario

The agency is initiating a strategic "AI-first" plan to transform processes using AI and improve efficiency while ensuring service improvements for citizens. Several stakeholder concerns have been raised, such as:

Job security for employees.

Skill development for adapting to new technologies.

Cybersecurity and resilience risks due to reliance on digital platforms.

TOGAF emphasizes the importance of stakeholder management, communication, and risk management to ensure successful adoption and implementation of new architecture. These concerns need to be addressed methodically by gathering requirements, analyzing stakeholder positions, and ensuring proper communication of risks and benefits.

Option Analysis

Option A:

Strengths:

Proposes creating an Organization Map to identify the links between different parts of the agency and the impact of the strategic change.

Suggests holding stakeholder meetings to address concerns.

Includes managing risks as part of Security Architecture development.

Weaknesses:

Focusing solely on creating business models and teaching stakeholders how to interpret them does not directly address cultural and positional concerns about job loss, skill development, and security.

Risk management is addressed as part of Security Architecture development but lacks broader integration into stakeholder requirements.

Conclusion: Incorrect, as it fails to systematically document stakeholder concerns and map them into requirements and architecture decisions.

Option B:

Strengths:

Highlights the importance of formal stakeholder identification and creating a Communication

Plan.

Suggests addressing stakeholder concerns through communication and risk management.

Weaknesses:

Does not go into detail on analyzing stakeholder concerns, cultural positions, or specific requirements.

Lacks the inclusion of stakeholder feedback in architecture artifacts like the Architecture Vision or Requirements Specification, which are critical TOGAF outputs.

Conclusion: Incorrect, as it does not include a systematic and structured approach for stakeholder analysis and integration into architecture deliverables.

Option C:

Strengths:

Emphasizes conducting a thorough stakeholder analysis to document concerns, positions, and cultural factors, which aligns with TOGAF's approach in Phase A (Architecture Vision).

Ensures stakeholder views and requirements are recorded in the Architecture Vision document and reflected in the Architecture Requirements Specification.

Includes continuous assessment and feedback, ensuring concerns are addressed and risks managed effectively.

Aligns with TOGAF's principle of involving stakeholders in architecture development to ensure alignment and success.

Weaknesses:

Could further detail how risk management is included across all phases, but this is implied through integration into the Architecture Requirements Specification.

Conclusion: Correct, as it provides a structured and detailed approach for addressing stakeholder concerns and managing risks within TOGAF's framework.

Option D:

Strengths:

Suggests categorizing stakeholders into groups and creating models for each category.

Proposes arranging meetings to verify that concerns have been addressed.

Includes risk management as part of the process.

Weaknesses:

Dividing stakeholders into generic categories (e.g., corporate functions, project team) may not

adequately capture specific cultural factors and concerns raised in the scenario.

Lacks integration of stakeholder feedback into architecture deliverables such as the Architecture Vision and Architecture Requirements Specification.

Conclusion: Incorrect, as it provides a generalized and less targeted approach to stakeholder concerns compared to Option C.

TOGAF Reference

Stakeholder Management (Phase A): TOGAF emphasizes analyzing stakeholders' positions, concerns, and issues to shape architecture development and communication (TOGAF 9.2, Section 24.2).

Architecture Vision: Captures high-level requirements and stakeholder views to ensure alignment with business goals (TOGAF 9.2, Section 6.2).

Architecture Requirements Specification: Records detailed requirements, including those related to risk management, to guide the development of target architectures (TOGAF 9.2, Section 35.5).

Iterative Feedback: Regular assessments and feedback loops are critical to ensure stakeholder concerns are addressed effectively throughout the ADM cycle.

By selecting Option C, the approach adheres to TOGAF's principles of stakeholder analysis, communication, and integration of concerns into architecture development.

Question 3

Question Type: MultipleChoice

Please read this scenario prior to answering the question

You are employed as an Enterprise Architect within a clinical research and health technologies company. The company is dedicated to transforming healthcare with new ideas and advancements. The company has multiple divisions that cover different aspects of the business.

The company's Enterprise Architecture (EA) department has mature, well-developed architecture governance and development processes following the TOGAF standard.

In addition to the EA program, the company has a number of management frameworks in use. The Architecture Board includes representatives from each

division of the company. The Chief Information Officer (CIO) is the sponsor of the Enterprise Architecture program. The CIO has actively encouraged architecting with agility within the EA department as the preferred approach for projects. Many of the company's rivals have begun using Artificial Intelligence (AI) in their operations, and the indications are that this will be transformative for healthcare delivery. This is something the EA department has been interested in for a while, and they had recently submitted an architecture Change Request which was approved. As a result, the CIO has approved a Request for Architecture Work to investigate the implementation of AI in the company.

Areas for evaluation include:

How can staff use AI daily in their current roles?

How can AI enhance access to care for patients, and how to make that experience seamless?

How can AI offer new workplace platforms and tools to increase efficiency?

Some of the top managers are worried about a change in the way of working, and if it will achieve the goals. Many are not confident that the company's risk management processes are adequate for a company-wide integration of generative AI. There are also questions from staff about whether enough specific guidelines and policies have been put in place for responsible use of AI.

Refer to the scenario

You have been assigned to the architecture development and asked how to address the concerns and manage risk for the project. How do you begin?

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

Options:

A- You recommend that an analysis of the stakeholders is carried out. This will allow the architects to define groups of stakeholders who have common concerns and include development of a Stakeholder Map. The concerns and

relevant views should then be defined for each group and recorded in the Architecture Vision document. To mitigate risk, you include a requirement that there be progressive development of the target architecture to ensure there is regular feedback.

B- You recommend that all the stakeholders be identified, and a Communications Plan created to address the most powerful and influential stakeholders. This plan should include a report that summarizes the key features of the architecture with respect to each division and reflects the stakeholders' requirements. You will check with each key stakeholder that their concerns are being addressed. Risk mitigation should be explicitly addressed as a component of the architecture being developed.

C- You recommend creation of a simple solution concept diagram to show how the stakeholders will be impacted, and the benefits to the firm. You would also create a benefits diagram showing the various opportunities from adoption of AI-based solutions. A meeting should be held with the main stakeholders to review the diagrams. They can then decide the priorities and sequencing decisions for the architecture development. Risk will be evaluated when defining the Architecture Roadmap.

D- You recommend that models be created for the Draft Business, Data, Application, and Technology Architectures. These can be used to minimize risk, and make sure that the system meets the local regulations for each division. Together with the problem description, and requirements, these should be included in the Architecture Vision document. A formal review should be held with the stakeholders to verify that their concerns are included in the Architecture Vision.

Answer:

A

Explanation:

In this scenario you are right at the start of an ADM cycle: a Request for Architecture Work has been approved to investigate AI, and there are strong stakeholder concerns and risk questions. According to the TOGAF standard, the correct place to start is Phase A: Architecture Vision, with a strong focus on stakeholder management and capturing their concerns and required views.

Option A is the only answer that correctly reflects this:

Stakeholder analysis & Stakeholder Map (Phase A core task) TOGAF explicitly states that in Phase A you must:

Identify stakeholders

Analyze and group them by common concerns

Use a Stakeholder Map to understand their influence, interest, and required engagement

Determine which views/viewpoints are needed to address their concerns in the architecture description coe.qualiware.com+1

Option A says:

"analysis of the stakeholders ... define groups of stakeholders who have common concerns and include development of a Stakeholder Map. The concerns and relevant views should then be defined for each group and recorded in the Architecture Vision document."

This is exactly how TOGAF describes stakeholder management and views in Phase A:

Stakeholder Map to classify and prioritize stakeholders

Concerns and required views captured and traced

These elements feeding into the Architecture Vision deliverable Visual Paradigm TOGAF+1

Concerns, views, and Architecture Vision TOGAF emphasizes that architecture views are constructed to address specific stakeholder concerns; you do not just build generic models. opengroup.org+1

Option A explicitly links concerns views Architecture Vision, which aligns with TOGAF guidance for early phases.

Capturing this in the Architecture Vision provides a high-level, shared understanding of what the AI initiative is trying to achieve and how stakeholder issues (e.g., responsible AI, risk processes, change in way of working) will be addressed.

Risk management and "architecting with agility" In the scenario, the CIO has encouraged architecting with agility. TOGAF is compatible with incremental and iterative development of the target architecture, especially when there is high uncertainty and risk. conexiam.com

Option A includes:

"a requirement that there be progressive development of the target architecture to ensure there is regular feedback."

This "progressive development" and frequent feedback loop is exactly how you mitigate risk in an AI-heavy, change-sensitive initiative:

Frequent stakeholder feedback

Early validation of assumptions

Ability to adjust scope, constraints, and principles as risk and understanding evolve

This directly addresses management's worry about the change in the way of working and whether risk management and responsible AI policies are adequate: these become explicit stakeholder concerns and requirements that are iteratively refined.

Why the other options are weaker / not TOGAF-aligned as a starting point

Option B

Focuses mainly on a Communications Plan and powerful stakeholders.

While TOGAF does expect a stakeholder communications plan, it is derived from a proper stakeholder analysis and Stakeholder Map, not a substitute for it.

It also treats risk as a "component of the architecture" rather than something to be addressed early through stakeholder concerns, principles, and iteration.

Option C

Jumps straight to a solution concept diagram and benefits diagram and defers risk evaluation to when the Architecture Roadmap is defined (Phase E).

In TOGAF, risk and stakeholder concerns must be addressed already in Phase A and refined throughout, not postponed to roadmap development.

Option D

Proposes creating draft Business, Data, Application, and Technology models and putting them into the Architecture Vision.

This is too detailed for the starting point: Phase A is about high-level vision, not full draft core architecture models (those belong in Phases B, C, D).

It also doesn't emphasize Stakeholder Mapping and grouping by concerns, which is central to resolving the worries about way of working, risk, and responsible AI.

In summary, Option A is the best and TOGAF-consistent way to begin:

Start in Phase A: Architecture Vision

Perform stakeholder analysis and create a Stakeholder Map

Define stakeholder concerns and relevant views

Record them in the Architecture Vision

Add an explicit requirement for progressive (iterative) development of the target architecture for continuous feedback and risk mitigation

Question 4

Question Type: MultipleChoice

Please read this scenario prior to answering the question

You are employed as an Enterprise Architect at a company. The company manages large-scale farming operations with food production, processing, and distribution. The goal of the company is to maximize profit while satisfying the needs of consumers for its products. Its customers demand food that is produced sustainably, safely, and transparently, while reducing environmental impact.

The business is highly mechanized, and this mechanization has brought about a decrease in the number of workers needed, together with a focus on agricultural engineering to improve the efficiency of its farms, its processing facilities, and the overall enterprise. As part of this, the company has established an Enterprise Architecture (EA) practice based on the TOGAF standard, using it as the method and guiding framework. The Chief Information Officer (CIO) is the sponsor of EA practice. The practice has adopted an iterative approach for its architecture development. This has enabled the decision makers to have valuable insights into the different aspects of the business.

In recent years there have been a series of bad harvests, and a major reduction in yields of the main crop produced by the company. This combined with an increase in costs for energy, feed, fuel, and fertilizer, had led to a significant decrease in profits. The rising costs and lower profits mean that the company is unable to take as much planned action on climate measures as it would like, such as reducing its carbon footprint. The Chief Executive Officer (CEO) has stated that big changes are needed to improve yields and profitability.

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

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

Refer to the scenario

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

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

Options:

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

Answer:

B

Explanation:

The scenario clearly states that:

The overall objective is known,

BUT the EA team is expected to define the scope, shared vision, and requirements,

The company uses an iterative approach,

The CEO wants repurpose and reuse rather than replace,

This is a major strategic shift (new markets, new products, new crop mix).

According to the TOGAF standard, when the problem must be understood, and scope, vision, and requirements are not yet defined, the correct starting point is Phase A: Architecture Vision, using an iteration cycle. This is also consistent with the "baseline-first" approach recommended in the TOGAF Series Guides for situations where:

the business direction is known but high-level,

detailed impacts must be discovered,

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

Option B is the only answer that:

Begins by understanding the problem,

Defines the structure of the change,

Uses iteration cycles starting with a baseline-first approach,

Leads into transition planning,

Supports clarification of the shared vision and requirements,

Fits the CIO's instruction to "define the scope, shared vision, and requirements."

This matches exactly what TOGAF prescribes in early-cycle Architecture Vision and initial iterations.

Question 5

Question Type: MultipleChoice

Please read this scenario prior to answering the question

You are working as Chief Enterprise Architect at a large Internet company. The company has many divisions, ranging from cloud to logistics. The company has grown rapidly, expanding from initially selling physical books and media to a range of services including an online marketplace, live-streaming, eBooks, and cloud services.

Overall management of the numerous divisions has become challenging. Recent high-profile projects have overrun on budget and under delivered, damaging the company's reputation, and adversely impacting its share price. There is a widely held view within the executive management that the organization structure has played a major role in these project failures.

The company has an established Enterprise Architecture program based on the TOGAF standard, sponsored jointly by the Chief Executive Officer (CEO) and Chief Information Officer (CIO). The CEO has decided that the company needs to reorganize its divisions around artificial intelligence and machine learning with a focus on automation. The CEO has worked with the Enterprise Architects to create a strategic architecture for the reorganization, including an Architecture Vision, together with definitions for the four domain architectures. This sets out an ambitious vision of the future of the company over a three-year period. This includes a set of work packages and includes three distinct transformations.

The CIO has made it clear that prior to the approval of the detailed Implementation and Migration plan, the EA team will need to assess the risks associated with the proposed architecture. He has received concerns from key stakeholders across the company that the proposed reorganization may be too ambitious and there is doubt whether it can produce sufficient value to warrant the risks.

Refer to the scenario

You have been asked to recommend an approach to satisfy these concerns. Based on the TOGAF Standard, which of the following is the best answer?

Options:

- A-** 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.
- B-** 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.
- C-** 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.

D- 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.

Answer:

A

Explanation:

The Business Transformation Readiness Assessment is a technique that can be used to evaluate the readiness of the organization to undergo change and to identify the actions needed to increase the likelihood of a successful business transformation. This technique can help to address the concerns of the key stakeholders about the risks and value of the proposed reorganization. The technique involves assessing the following aspects of the organization: vision, commitment, capacity, capability, culture, and communication. Based on the assessment, the risks associated with the transformations can be identified, classified, and mitigated for. The technique also helps to identify the dependencies between the set of changes, including gaps and work packages, and the improvement actions to be worked into the Implementation and Migration Plan. The technique also supports the determination of the business value, effort, and risk associated for each transformation, which can be used to prioritize and sequence the work packages and the Transition Architectures. Reference: 1: The TOGAF Standard, Version 9.2, Part III: ADM Guidelines and Techniques, Chapter 27: Business Transformation Readiness Assessment

Question 6

Question Type: MultipleChoice

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?

Options:

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

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.

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

TOGAF Standard, Part III: ADM Guidelines and Techniques

TOGAF Enterprise Architecture Principles -- The Open Group



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