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# Question 1

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**Question Type:** MultipleChoice

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

## Options:

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- 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

## Answer:

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D

## Explanation:

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The Enterprise Continuum consists of two complementary concepts: the Architecture Continuum and the Solutions Continuum<sup>1</sup>. 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 situations<sup>2</sup>. 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 blocks<sup>3</sup>. 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 architectures<sup>1</sup>.

The Enterprise Continuum is used when developing an enterprise architecture to support the following activities<sup>1</sup>:

- \* 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

## Question 2

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**Question Type:** MultipleChoice

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Which section of the TOGAF template for Architecture Principles should highlight the requirements for carrying out the principle?

**Options:**

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- A- Rationale
- B- Name
- C- Statement
- D- Implications

**Answer:**

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D

**Explanation:**

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The Implications section describes the impact of adhering to the principle on the organization, the processes, the information systems, and the technology<sup>23</sup>. It also identifies the changes, costs, and risks that may result from applying the principle<sup>23</sup>. The Implications section helps to communicate the benefits and consequences of the principle to the stakeholders and to guide the implementation and governance of the architecture<sup>23</sup>.

The other sections of the TOGAF template for Architecture Principles are<sup>1</sup>:

\* Name: This section provides a short and memorable name for the principle that represents its essence and purpose<sup>23</sup>. The name should not mention any specific technology or solution<sup>23</sup>.

\* Statement: This section provides a concise and formal definition of the principle that expresses the fundamental rule or constraint that the principle imposes<sup>23</sup>. The statement should be clear, unambiguous, and testable<sup>23</sup>.

\* Rationale: This section provides the reasoning and justification for the principle, explaining why it is important and how it supports the business goals and drivers<sup>23</sup>. The rationale should also link the principle to the higher-level enterprise or IT principles that it elaborates on<sup>23</sup>.

## Question 3

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**Question Type: MultipleChoice**

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Consider the following ADM phases objectives.

Objective:

1. Develop the Target Data Architecture that enables the Business Architecture and the Architecture Vision
2. Develop the Target Business Architecture that describes how the enterprise needs to operate to achieve the business goals
3. Develop a high-level aspirational vision of the capabilities and business value to be delivered as a result of the proposed Enterprise Architecture

4. Identify candidate Architecture Roadmap components based upon gaps between the Baseline and Target Technology Architectures

Which phase does each objective match?

**Options:**

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A- 1B-2D-3A-4C

B- 1C-2D-3B-4A

C- 1C-2B-3A-4D

D- 1A-2B-3C-4D

**Answer:**

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C

**Explanation:**

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\* Phase A: Architecture Vision

o Develop a high-level aspirational vision of the capabilities and business value to be delivered as a result of the proposed Enterprise Architecture

o Define the scope and boundaries of the architecture engagement

- o Identify the key stakeholders and their concerns and expectations
- o Define the Architecture Vision statement and the Architecture Definition Document
- o Obtain approval and commitment from the sponsors and stakeholders
- \* Phase B: Business Architecture
  - o Develop the Target Business Architecture that describes how the enterprise needs to operate to achieve the business goals
  - o Define the Baseline Business Architecture, if not available
  - o Perform a gap analysis between the Baseline and Target Business Architectures
  - o Define candidate roadmap components for the Business Architecture
  - o Resolve impacts across the Architecture Landscape
- \* Phase C: Information Systems Architecture
  - o Develop the Target Data Architecture that enables the Business Architecture and the Architecture Vision
  - o Develop the Target Application Architecture that supports the Business Architecture and the Architecture Vision
  - o Define the Baseline Data and Application Architectures, if not available
  - o Perform a gap analysis between the Baseline and Target Data and Application Architectures
  - o Define candidate roadmap components for the Information Systems Architecture

- o Resolve impacts across the Architecture Landscape

- \* Phase D: Technology Architecture

- o Develop the Target Technology Architecture that enables the Information Systems Architecture and the Architecture Vision

- o Define the Baseline Technology Architecture, if not available

- o Perform a gap analysis between the Baseline and Target Technology Architectures

- o Identify candidate Architecture Roadmap components based upon gaps between the Baseline and Target Technology Architectures

- o Resolve impacts across the Architecture Landscape

Therefore, the correct matching of the objectives and the phases is:

- \* 1C: Develop the Target Data Architecture that enables the Business Architecture and the Architecture Vision

- \* 2B: Develop the Target Business Architecture that describes how the enterprise needs to operate to achieve the business goals

- \* 3A: Develop a high-level aspirational vision of the capabilities and business value to be delivered as a result of the proposed Enterprise Architecture

- \* 4D: Identify candidate Architecture Roadmap components based upon gaps between the Baseline and Target Technology Architectures



## Question 4

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**Question Type:** MultipleChoice

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Which of the following statements about architecture partitioning is correct?

### Options:

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- A- Partitions are used to simplify the management of the Enterprise Architecture.
- B- Partitions are equivalent to architecture levels.
- C- Partitions reflect the organization's structure.
- D- Partitions are defined and assigned to agile Enterprise Architecture teams.

### Answer:

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A

### Explanation:

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Based on the web search results, architecture partitioning is a technique that divides the Enterprise Architecture into smaller and manageable segments or groups, based on various classification criteria, such as subject matter, time, maturity, volatility, etc.<sup>12</sup>

Architecture partitioning is used to simplify the development and management of the Enterprise Architecture, by reducing complexity,

improving governance, enhancing reusability, and increasing alignment and agility<sup>12</sup>. Therefore, the statement that partitions are used to simplify the management of the Enterprise Architecture is correct.

The other statements are incorrect because:

- \* Partitions are not equivalent to architecture levels. Architecture levels are different layers of abstraction that describe the Enterprise Architecture from different perspectives, such as strategic, segment, and capability<sup>3</sup>. Partitions are subsets of architectures that are defined within or across the levels, based on specific criteria<sup>1</sup>.
- \* Partitions do not necessarily reflect the organization's structure. The organization's structure is one possible criterion for partitioning the architecture, but it is not the only one. Other criteria, such as business function, product, service, geography, etc., can also be used to partition the architecture<sup>12</sup>.
- \* Partitions are not defined and assigned to agile Enterprise Architecture teams. Agile Enterprise Architecture is an approach that applies agile principles and practices to the architecture work, such as iterative development, frequent feedback, adaptive planning, and continuous delivery<sup>4</sup>. Partitions are not a specific feature of agile Enterprise Architecture, but a general technique that can be applied to any architecture method or framework, including TOGAF<sup>12</sup>.

## Question 5

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**Question Type:** MultipleChoice

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What are the following activities part of?

- . Risk classification
- . Risk identification
- . Initial risk assessment

**Options:**

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- A- Security Architecture
- B- Phase A
- C- Phase G
- D- Risk Management

**Answer:**

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D

**Explanation:**

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Risk management is a generic technique that can be applied across all phases of the Architecture Development Method (ADM), as well as in the Preliminary Phase and the Requirements Management Phase2. Risk management involves the following steps1:

\* Risk identification: This step involves identifying the potential risks that may affect the architecture project, such as technical, business, organizational, environmental, or legal risks. The risks can be identified through various sources, such as stakeholder interviews, workshops, surveys, checklists, historical data, or expert judgment.

\* Risk classification: This step involves categorizing the risks based on their nature, source, impact, and priority. The risks can be classified according to different criteria, such as time, cost, scope, quality, security, or compliance. The classification helps in prioritizing the risks and allocating resources and efforts to address them effectively.

\* Initial risk assessment: This step involves assessing the likelihood and impact of each risk, and determining the initial level of risk. The likelihood is the probability of the risk occurring, and the impact is the severity of the consequences if the risk occurs. The initial level of risk is the product of the likelihood and impact, and it indicates the urgency and importance of the risk. The initial risk assessment helps in identifying the most critical risks that need immediate attention and mitigation.

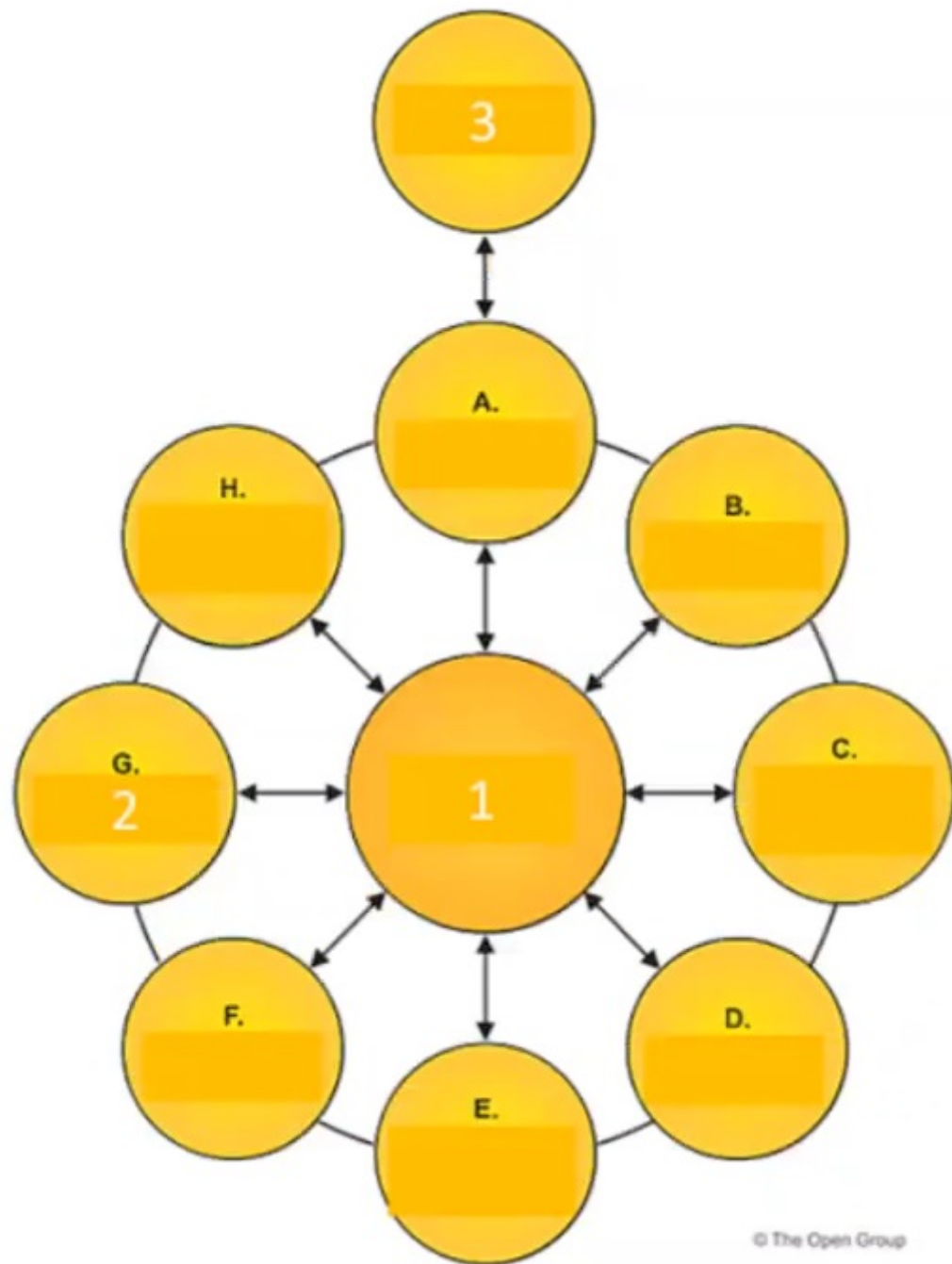
## Question 6

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**Question Type: MultipleChoice**

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Exhibit



Consider the illustration showing an architecture development cycle Which description matches the phase of the ADM labeled as item 2?

**Options:**

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- A- Conducts implementation planning for the architecture defined in previous phases
- B- Establishes procedures for managing change to the new architecture
- C- Operates the process of managing architecture requirements
- D- Provides architectural oversight for the implementation

**Answer:**

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D

**Explanation:**

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Based on the illustration, the phase of the ADM labeled as item 2 is the Implementation Governance phase. This phase provides architectural oversight for the implementation. It ensures that the implementation project conforms to the architecture. It also provides a framework for monitoring and managing the implementation.

The Implementation Governance phase involves the following activities:

Finalizing the Architecture Roadmap and the supporting Implementation and Migration Plan

Assigning an Architecture Board to oversee the implementation

Establishing Architecture Contracts with the implementation partners

Reviewing and approving the implementation project plans and deliverables

Performing Architecture Compliance reviews to ensure alignment with the architecture

Performing Architecture Audit reviews to ensure quality and performance of the architecture

Resolving any architecture issues or change requests that arise during the implementation

Maintaining the architecture lifecycle and ensuring its continuity

The Implementation Governance phase is essential for ensuring that the architecture is realized as intended and that it delivers the expected business value and outcomes.

## Question 7

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**Question Type:** MultipleChoice

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Which of the following best summarizes the purpose of Enterprise Architecture?

### Options:

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- A- Taking major improvement decisions.
- B- Guiding effective change.
- C- Controlling the bigger changes.
- D- Governing the Stakeholders.

### Answer:

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B

### Explanation:

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EA applies architecture principles and practices to analyze, design, plan, and implement enterprise analysis that supports digital transformation, IT growth, and the modernization of IT2. EA also helps organizations improve the efficiency, timeliness, and reliability of business information, as well as the alignment, agility, and adaptability of the architecture to the changing needs and requirements3. Therefore, the best summary of the purpose of EA is to guide effective change.

## Question 8

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**Question Type:** MultipleChoice

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Consider the following ADM phases objectives.

Objective

- 1- Determine whether an incremental approach is required, and if so identify Transition Architectures that will deliver continuous business value
- 2- Generate the initial complete version of the Architecture Roadmap, based upon the gap analysis and candidate Architecture Roadmap components from Phases B, C, and D
- 3- Finalize the Architecture Roadmap and the supporting Implementation and Migration Plan
- 4- Ensure that the business value and cost of work packages and Transition Architectures is understood by key stakeholders

Which phase does each objective match?

**Options:**

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**A-** 1E-2F-3E-4F

**B-** 1G-2E-3F-4F

**C-** 1E-2E-3F-4F

**D-** 1F-2E-3F-4G

**Answer:**

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B

**Explanation:**

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According to the TOGAF standard, the objectives of each ADM phase are as follows<sup>1</sup>:

\* Phase E: Opportunities and Solutions

- o Determine whether an incremental approach is required, and if so identify Transition Architectures that will deliver continuous business value
- o Identify and group major work packages within the Architecture Roadmap
- o Identify and group major implementation projects to realize the Architecture Roadmap
- o Identify dependencies between increments and projects
- o Estimate cost, benefit, and risk at a high level for each increment and project
- o Conduct initial prioritization and sequencing of the Architecture Roadmap and projects

\* Phase F: Migration Planning

- o Generate the initial complete version of the Architecture Roadmap, based upon the gap analysis and candidate Architecture Roadmap components from Phases B, C, and D

- o Confirm the Transition Architectures with relevant stakeholders
- o Create the Implementation and Migration Plan, including Transition Architectures, work packages, projects, and other activities
- o Confirm and agree the Architecture Roadmap and Implementation and Migration Plan with relevant stakeholders
- \* Phase G: Implementation Governance
  - o Finalize the Architecture Roadmap and the supporting Implementation and Migration Plan
  - o Ensure conformance with the Target Architecture by implementation projects
  - o Perform appropriate Architecture Governance functions for the solution and any implementation-driven architecture Change Requests
  - o Ensure that the architecture lifecycle is maintained
  - o Ensure that the Architecture Governance Framework is executed
- \* Phase H: Architecture Change Management
  - o Ensure that the business value and cost of work packages and Transition Architectures is understood by key stakeholders
  - o Manage risks and issues related to the Architecture Roadmap and Implementation and Migration Plan
  - o Monitor the implementation projects and Transition Architectures
  - o Manage changes to the architecture baseline
  - o Manage changes to the Architecture Capability

Therefore, the correct matching of the objectives and the phases is:

- \* 1G: Determine whether an incremental approach is required, and if so identify Transition Architectures that will deliver continuous business value
- \* 2E: Generate the initial complete version of the Architecture Roadmap, based upon the gap analysis and candidate Architecture Roadmap components from Phases B, C, and D
- \* 3F: Finalize the Architecture Roadmap and the supporting Implementation and Migration Plan
- \* 4F: Ensure that the business value and cost of work packages and Transition Architectures is understood by key stakeholders

## Question 9

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**Question Type:** MultipleChoice

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What is the purpose of the Preliminary Phase?

**Options:**

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**A-** Developing an Enterprise Architecture Capability.

- B-** Describing the target architecture.
- C-** Defining the Enterprise Strategy.
- D-** Identifying the stakeholders and their requirements.

### **Answer:**

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A

### **Explanation:**

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An Enterprise Architecture Capability is the ability of the organization to perform effective and efficient architecture work, including the definition, governance, and management of its architectures<sup>2</sup>. The Preliminary Phase involves the following activities<sup>1</sup>:

- \* Reviewing the organizational context, scope, and drivers for conducting Enterprise Architecture
- \* Establishing the Architecture Capability desired by the organization, including the maturity level, roles, responsibilities, processes, and tools
- \* Defining and establishing the Organizational Model for Enterprise Architecture, which describes how the architecture function is organized and integrated within the enterprise
- \* Defining and establishing the Architecture Governance framework, which provides the mechanisms for ensuring the quality, consistency, and compliance of the architecture work

- \* Selecting and implementing the tools that support the Architecture Capability, such as repositories, modeling tools, and communication tools
- \* Defining the Architecture Principles that will guide and constrain the architecture work, based on the business principles, goals, and drivers of the organization
- \* Defining the Organization-Specific Architecture Framework, which is an adaptation of the generic TOGAF ADM to suit the specific requirements, standards, and practices of the organization

The Preliminary Phase is essential for preparing the organization for the successful development and implementation of its architectures, as well as for ensuring the alignment of the architecture work with the business strategy and objectives<sup>1</sup>.

## Question 10

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**Question Type:** MultipleChoice

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Which of the following best describes the need for the ADM process to be governed?

**Options:**

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**A-** To enable development of reference architectures

- B-** To verify that the method is being applied correctly
- C-** To enable a fast response to market changes
- D-** To permit the architecture domains to be integrated

### **Answer:**

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B

### **Explanation:**

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According to the TOGAF standard, the need for the ADM process to be governed is to ensure that the architecture development and implementation activities are conducted in a consistent, coherent, and compliant manner<sup>1</sup>. Governance provides the means to verify that the method is being applied correctly and effectively, and that the architecture deliverables and artifacts meet the quality and standards criteria<sup>1</sup>. Governance also enables the management of risks, issues, changes, and dependencies that may arise during the ADM process<sup>1</sup>.

Some of the benefits of governing the ADM process are<sup>2</sup>:

- \* Improved alignment of the architecture with the business strategy and objectives
- \* Enhanced stakeholder engagement and communication
- \* Increased reuse and integration of architecture assets and resources
- \* Reduced complexity and duplication of architecture efforts

- \* Increased agility and adaptability of the architecture to changing needs and requirements
- \* Improved compliance and auditability of the architecture outcomes and outputs

## Question 11

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**Question Type:** MultipleChoice

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What can architects present to stakeholders to extract hidden agendas, principles, and requirements that could impact the final Target Architecture?

### Options:

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- A- Solutions and Applications
- B- Alternatives and Trade-offs
- C- Business Scenarios and Business Models
- D- Architecture Views and Architecture Viewpoints

### Answer:

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D

### **Explanation:**

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According to the TOGAF standard, architecture views and architecture viewpoints are the tools that architects can use to present the architecture to different stakeholders and address their concerns<sup>1</sup>.

\* An architecture view is a representation of a system from the perspective of a related set of concerns<sup>1</sup>. It is intended to communicate the architecture to a specific audience and to illustrate how the stakeholder's interests are being met<sup>1</sup>.

\* An architecture viewpoint is a specification of the conventions and rules for constructing and using an architecture view for a particular purpose<sup>1</sup>. It defines the content, structure, format, and techniques to be used in the view<sup>1</sup>.

By using architecture views and viewpoints, architects can tailor the presentation of the architecture to suit the needs and expectations of different stakeholders<sup>1</sup>. They can also elicit feedback from the stakeholders and discover any hidden agendas, principles, or requirements that could impact the final target architecture<sup>2</sup>. For example, a business scenario is a technique that can be used to create a business view of the architecture and capture the business requirements and drivers<sup>3</sup>. A business model is another technique that can be used to describe the value proposition, revenue streams, cost structure, and key resources of the business<sup>4</sup>.

## **Question 12**

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**Question Type: MultipleChoice**

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Consider the following descriptions of deliverables consumed and produced across the TOGAF ADM cycle.

General rules and guidelines, intended to be enduring and seldom amended, that inform and support the way in which an organization sets about fulfilling its mission

The joint agreements between development partners and sponsors on the deliverables, quality, and fitness-for-purpose of an architecture.

A document that is sent from the sponsoring organization to the architecture organization to trigger the start of an architecture development cycle

A set of quantitative statements that outline what an implementation project must do in order to comply with the architecture.

Which deliverables match these descriptions?

**Options:**

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**A-** 1 Architecture Principles -2 Architecture Contracts - 3 Request for Architecture Work - 4 Architecture Requirements Specification

**B-** 1 Architecture Contracts - 2 Architecture Requirements Specification - 3 Architecture Vision - 4 Architecture Principles

**C-** 1 Architecture Requirements Specification -2 Architecture Principles - 3 Architecture Vision - 4 Architecture Contracts

**D-** 1 Architecture Principles -2 Architecture Contracts - 3 Architecture Requirements Specification-4 Request for Architecture Work

## **Answer:**

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A

## **Explanation:**

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According to the TOGAF standard, the deliverables that match the descriptions are as follows:

1 Architecture Principles: These are general rules and guidelines, intended to be enduring and seldom amended, that inform and support the way in which an organization sets about fulfilling its mission<sup>1</sup>. They reflect a level of consensus among the various elements of the enterprise, and form the basis for making future IT decisions<sup>1</sup>.

2 Architecture Contracts: These are the joint agreements between development partners and sponsors on the deliverables, quality, and fitness-for-purpose of an architecture<sup>2</sup>. They are used to ensure that the architecture is implemented and governed according to the agreed-upon specifications and standards<sup>2</sup>.

3 Request for Architecture Work: This is a document that is sent from the sponsoring organization to the architecture organization to trigger the start of an architecture development cycle<sup>3</sup>. It defines the scope, schedule, budget, deliverables, and stakeholders of the architecture project<sup>3</sup>.

4 Architecture Requirements Specification: This is a set of quantitative statements that outline what an implementation project must do in order to comply with the architecture<sup>4</sup>. It defines the requirements for each architecture domain, as well as the relationships and

dependencies among them4.

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