



## The Open Group OGEA-103 Mock Exam

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# Question 1

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Question Type: MultipleChoice

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Please read this scenario prior to answering the question

You are employed as an Enterprise Architect at a multinational energy company. The company is committed to reducing its emissions. To achieve this, the company is increasing production of renewable energy and adopting eco-friendly practices.

The company has an Enterprise Architecture (EA) practice and follows the TOGAF standard for its EA framework. The EA team manages all the major projects in the company. The EA team reports to the Chief Technical Officer (CTO), who is the sponsor of the EA program. The Architecture Board is made up of senior leaders from all parts of the company.

The company is starting to invest in developing various kinds of renewable energy projects, including solar, and wind. A large part of the growth in its renewable energy portfolio has come from buying other companies. The company is keen on acquiring small startups and mid-size companies to leverage their technical innovations. This way, the company aims to outperform its competitors, scale rapidly, and establish a presence in new markets.

The existing business and the newly acquired companies are not working well together, which increasingly causes problems. In response, a strategic plan was created and approved. The plan aims to make the merged companies work more effectively together. This will save money by sharing their common assets, including fixed capital assets, research and development facilities, and resources.

The EA team have been asked to oversee the transformation to carry out the strategic plan. A Request for Architecture Work for the project has created and has been approved. The goal is to strengthen the company's position in the market and reduce costs by taking advantage of economies of scale. The Chief Executive Officer (CEO) has stated that to stay competitive and relevant, the company must transform or entirely reinvent its business model.

Refer to the Scenario

What needs to be done to make sure that the company succeeds with the changes and how should risks be managed?

Based on the TOGAF standard, Which option best is the best answer?

## Options:

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A- The EA team should document the risks associated with the transformation in an Implementation Factor Catalog. This will be used as a record of important decisions during implementation and deployment for the transformation effort. The catalog should list all the factors to consider, their descriptions, and any limitations to consider. These factors can then be

used to help evaluate the risks, which can be documented in the Implementation and Migration Plan.

**B-** The EA team should use the Business Scenarios technique to describe the business problem, identify the stakeholders' concerns and achieve consensus on the requirements. Once the requirements have been identified, they can be evaluated in terms of their risks. The risks should be assessed in terms of how they can be avoided, transferred, or reduced. Risks that cannot be resolved should be identified as residual risks and how to address them should be decided by the Architecture Board.

**C-** The EA team should develop a set of Business Architecture views to demonstrate how stakeholder concerns are being addressed. These views can also be used to identify the factors that will impact the transformation. For each factor identified, there should be a structured assessment of the current state of each factor against a maturity model. This information can then be used to determine the potential risks associated with the transformation, and areas where better preparation is needed.

**D-** The EA team needs to identify obstacles that could hinder the project. This should include identifying the factors that will impact the transformation, and determining the readiness level for each factor based on a scale that will help the team to understand the urgency, readiness, and degree of difficulty to fix. These factors can be used to evaluate the initial risks of the change, areas of risk that need attention, and areas where you need to prepare the staff and systems better.

Answer:

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D

Explanation:

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This question asks:

What needs to be done to make sure the company succeeds with the transformation and how should risks be managed?

The scenario involves:

Large-scale business transformation

Integration of acquired companies

Significant organizational change

Need to assess risk, readiness, and obstacles

This strongly aligns with TOGAF's Business Transformation Readiness Assessment and Risk Management guidance (primarily in the Preliminary Phase, Phase A, and Phase F).

Why Option D Is Correct

Matches TOGAF's Business Transformation Readiness Assessment

TOGAF explicitly states that before undertaking major business change, the architecture team must assess:

Readiness factors

Obstacles

Risks

Degree of organizational preparedness

Option D describes exactly this process:

"identify obstacles that could hinder the project ... determine the readiness level ... understand urgency, readiness, and degree of difficulty ... evaluate initial risks and areas needing attention."

That wording maps directly to the TOGAF Readiness Assessment steps, including:

Readiness Factor Evaluation

Risk Identification

Mitigation Strategy Development

Addresses Success Factors of Transformation

TOGAF emphasizes that large transformations succeed when:

Readiness factors are understood

Organizational obstacles are identified early

Appropriate preparation is made for people, processes, and systems

Option D describes these success actions.

Why the Other Options Are Incorrect

A -- Implementation Factor Catalog

The catalog helps consider implementation constraints, but it is not the primary mechanism for evaluating overall transformation readiness.

It is more relevant later (Phase F), not at the strategic transformation level described in the scenario.

B -- Business Scenarios

Business Scenarios help define requirements and validate the architecture.

They do NOT cover readiness assessment, organizational preparedness, or comprehensive

transformation risk management.

Too narrow for the scale of change described.

C -- Develop Business Architecture Views + Maturity Model

While views can expose stakeholder concerns, TOGAF does not prescribe evaluating transformation readiness via a "maturity model" in this context.

This is partially correct but not the TOGAF aligned method for ensuring change success.

Relevant TOGAF Sources

TOGAF 9.2 --- Business Transformation Readiness Assessment

Includes evaluation of:

Organizational readiness

Barriers and obstacles

Culture and motivation

Dependencies and risks

Readiness factors scoring

TOGAF ADM Guidance

Readiness assessment is required when conducting large-scale transformation.

Helps ensure risks are identified, understood, and mitigated.

## Question 2

Question Type: MultipleChoice

Please read this scenario prior to answering the question

You are employed as an Enterprise Architect, reporting to the Chief Enterprise Architect, at a technology company. The company uses the TOGAF standard as the method and guiding framework for its Enterprise Architecture (EA) practice.

The nature of the business is such that the data and the information stored on the company systems is the company's major asset and is highly confidential. The company employees travel a lot for work and need to communicate over public infrastructure. They use message encryption, secure internet connections using Virtual Private Networks (VPNs), and other standard security measures. The company has provided computer security awareness training for all its staff.

However, despite good education and system security, there is still a need to rely on third-party suppliers for infrastructure and software.

The Chief Security Officer (CSO) has noted an increase in ransomware (malicious software used in ransom demands) attacks on companies with a similar profile. The CSO recognizes that no matter how much is spent on education, and support, the company could be a victim of a significant attack that could completely lock them out of their important data.

A risk assessment has been completed and the company has looked for cyber insurance that covers ransomware. The price for this insurance is very high. The CTO recently saw a survey that said 1 out of 4 businesses that paid ransoms could not get their data back, and almost the same number were able to recover the data without paying. The CTO has decided not to get cyber insurance to cover ransom payment.

The Chief Technology Officer (CTO) is the sponsor of the EA project. The practice uses an iterative approach for its architecture development. This has enabled the decision makers to gain valuable insights into the different aspects of the business.

Refer to the scenario

You have been asked to describe the steps you would take to strengthen the current architecture to improve data protection.

Based on the TOGAF standard Which option best is the best answer?

### Options:

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- A-** You would ensure that the business value and cost of continuity measures are understood by key stakeholders and would ensure that the company has in place up-to-date processes for managing change to the current Enterprise Architecture. You recommend that mitigation for a ransomware attack be addressed at the infrastructure level with specific technology controls. Changes should be made to the baseline description of the Technology Architecture. The changes should be approved by the Architecture Board and a change request approved.
- B-** You would hold an Architecture Compliance Review with the scope to examine the company's ability to respond to ransomware attacks. You would identify the departments involved and have them nominate representatives. You would then tailor checklists to address the requirement for increased business continuity and resilience. You would circulate to the nominated representatives for them to complete. You would then review the completed checklists, identifying and resolving issues. You would then determine and present your recommendations.
- C-** You would run an assessment to identify the business continuity requirements and analyze the current Enterprise Architecture for gaps. You would create a change request to start a further cycle of architecture work to address changes to mitigate such an attack. You would arrange a meeting of the Architecture Board to assess and approve the change request. Once approved you would create a new Request for Architecture Work to begin an ADM cycle to implement the changes.
- D-** You would contact existing suppliers for technology that could enhance the company's

capabilities to detect, react, and recover from an incident. You would perform an analysis and assessment of a simulated ransomware attack to evaluate the current Enterprise Architecture's resilience and recovery capabilities. Using the findings, you would prepare a gap analysis of the current Enterprise Architecture. You would prepare change requests to address identified gaps. You would add the changes implemented to the Architecture Repository.

### Answer:

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C

### Explanation:

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The question asks:

"What steps would you take to strengthen the current architecture to improve data protection?"

This requires understanding how TOGAF handles:

Business continuity requirements

Gap analysis in existing architecture

Architecture change requests

Triggering a new ADM cycle

Governance via the Architecture Board

Option C is the only answer that aligns correctly with TOGAF's formal Architecture Change Management process (ADM Phase H) and how to progress from identifying gaps to initiating a new cycle.

Why Option C Is Correct

1. Starts with identifying business continuity requirements

TOGAF Phase A and Phase B require understanding business continuity and information security requirements as part of architecture development.

2. Analyzes the current architecture for gaps

Gap analysis is a required step in:

Phase B (Business Architecture)

Phase C (Data/Application Architecture)

Phase D (Technology Architecture)

It is also part of Architecture Change Management (Phase H) when examining existing threats or

deficiencies.

### 3. Creates a Change Request

In TOGAF, if gaps or new risks require architectural enhancements, a formal Change Request is submitted. This is a mandatory TOGAF mechanism.

### 4. Architecture Board evaluates the Change Request

The Architecture Board approves major changes before a new cycle starts --- exactly as described in option C.

### 5. Initiates a new ADM cycle with a RfAW

TOGAF explicitly states:

A new or major architecture change requires a Request for Architecture Work before beginning a new ADM cycle.

Option C follows this sequencing precisely:

Identify requirements analyze gaps issue change request Architecture Board approval create RfAW start new ADM cycle.

This is textbook TOGAF.

### Why the Other Options Are Incorrect

A -- Too narrow and focuses only on Technology Architecture

The problem spans business continuity, data protection, and enterprise-wide readiness --- not just infrastructure.

Does not include gap analysis, stakeholder analysis, or initiating a formal ADM cycle.

Incorrectly reduces ransomware mitigation to technology controls.

B -- Architecture Compliance Review is inappropriate here

A Compliance Review is used to:

Ensure implementation conforms to architecture

Not to:

Identify new risks

Strengthen the architecture

Conduct gap analysis

This option is misusing the review process.

D -- Supplier-driven, not TOGAF-driven

Involves contacting suppliers prematurely --- not aligned with TOGAF's architecture-first methodology.

Does not involve Architecture Board approval before pursuing solutions.

Jumps into solutioning before architectural approval.

Relevant TOGAF

Reference

Phase H: Architecture Change Management

Manage changes

Evaluate impacts

Generate change requests

Architecture Board Roles

Approves Change Requests

Governs new ADM cycles

Request for Architecture Work

Used to formally launch a new ADM cycle



## Question 3

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Question Type: MultipleChoice

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.

Implementation Governance

## Question 4

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Question Type: MultipleChoice

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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:

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- 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:

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C

Explanation:

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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.

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