



The Open Group OGEA-103 Practice Questions

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Question 1

Question Type: MultipleChoice

You are working as an Enterprise Architect within the Enterprise Architecture (EA) team at a healthcare and life sciences company. The EA team is developing a secure system for researchers to share clinical trial information easily across the organization and with external partners.

Due to the highly sensitive nature of the information, each architecture domain must consider privacy and safety concerns. The healthcare division has been directed to minimize disruptions to clinical trials while introducing the new system gradually.

How would you identify the work packages for introducing the new system? Based on the TOGAF standard, which of the following is the best answer?

Options:

- A- Use a Consolidated Gaps, Solutions, and Dependencies Matrix to create work packages and sequence them into Capability Increments. Document in a Transition Architecture State Evolution Table.
- B- Identify Solution Building Blocks for development or procurement, then use a CRUD matrix to rank and select the most cost-effective work packages. Schedule the rollout sequentially across regions.
- C- Use a Consolidated Gaps, Solutions, and Dependencies Matrix to classify each solution, group them into work packages, then regroup into Capability Increments. Document in an Architecture Definition Increments Table.
- D- Draw up an Implementation Factor Catalog to indicate actions and constraints. Use a Consolidated Gaps, Solutions, and Dependencies Matrix, then group similar activities into work packages and identify dependencies.

Answer:

C

Explanation:

In the TOGAF framework, understanding and addressing stakeholder concerns is crucial, particularly for complex projects with high stakes like the AI-first initiative described in the scenario. This approach aligns well with TOGAF's ADM (Architecture Development Method) and its emphasis on effective stakeholder management and risk assessment. Here's why this is the best course of action:

Stakeholder Analysis and Documentation: Conducting a stakeholder analysis is foundational in the early stages of any TOGAF project, particularly during the Preliminary and Architecture Vision phases. This process involves identifying the different stakeholders, understanding their

positions, documenting their concerns, and considering any cultural factors that might influence their perspective on the AI-first initiative. Given the diverse concerns raised (such as job security, skill requirements, and cybersecurity), it's essential to have a clear understanding of each stakeholder group's priorities and fears.

Recording Concerns in the Architecture Vision Document:The Architecture Vision phase in TOGAF focuses on defining the high-level scope and objectives of the architecture project. By documenting stakeholder concerns and the corresponding views in the Architecture Vision document, the EA team ensures that these concerns are transparently acknowledged and addressed as part of the strategic direction. This step not only aligns with TOGAF best practices but also helps in building stakeholder buy-in and trust.

Architecture Requirements Specification and Risk Management:Risk management is a key aspect of TOGAF's ADM, particularly in the Requirements Management and Implementation Governance phases. Documenting the requirements for addressing specific risks in the Architecture Requirements Specification provides a structured way to ensure that identified risks are acknowledged and managed throughout the transformation. Regular assessments and feedback loops ensure ongoing alignment and adaptability to emerging risks, which is particularly important given the dynamic nature of AI and its associated challenges.

Alignment with TOGAF ADM Phases:This approach follows the prescribed flow of TOGAF's ADM, starting with stakeholder engagement in the Preliminary and Architecture Vision phases and progressing to risk assessment in the Requirements Management phase. By maintaining a focus on stakeholder needs and formalizing these into architecture requirements, the EA team can ensure that the architecture not only meets business objectives but also mitigates stakeholder concerns.

TOGAF Reference on Stakeholder Management Techniques:TOGAF places significant emphasis on managing stakeholder concerns through its stakeholder management techniques, which highlight the need to systematically identify, analyze, and address the concerns of all involved parties. This practice helps ensure that the architecture is viable and accepted across the organization.

By conducting a thorough stakeholder analysis and integrating the findings into both the Architecture Vision and the Architecture Requirements Specification, the EA team can proactively address stakeholder concerns, manage risks, and align the AI-first initiative with the agency's strategic objectives. This approach is consistent with TOGAF's guidance and provides a structured framework for addressing both business and technical challenges in the context of an AI-first transformation.

Question 2

Question Type: MultipleChoice

Complete the sentence A business scenario describes_____

Options:

- A- shortfalls between the Baseline and Target Architectures
- B- business domain gaps such as cross-training requirements
- C- business and technology environment in which those problems occur
- D- general rules and guidelines for the architecture being developed

Answer:

C

Explanation:

A business scenario describes business and technology environment in which those problems occur. It provides a realistic context for identifying and addressing business problems and opportunities, as well as their impact on the enterprise's architecture. Reference: The TOGAF Standard | The Open Group Website, Section 3.3.1 Business Scenarios.

Question 3

Question Type: MultipleChoice

Consider the following statement:

Separate projects may operate their own ADM cycles concurrently, with relationships between the different projects

What does it illustrate?

Options:

- A- Implementation governance
- B- Enterprise Architecture
- C- Iteration
- D- Requirements management

Answer:

C

Explanation:

The statement illustrates iteration and the ADM. Iteration is the technique of repeating a process or a phase with the aim of improving or refining the outcome. Iteration allows for feedback loops and adaptations at any point in the architecture development and transition process. Separate projects may operate their own ADM cycles concurrently, with relationships between the different projects, to address different aspects or levels of the architecture in an iterative manner. Reference: The TOGAF Standard | The Open Group Website, Section 3.1 Introduction to the ADM.

Question 4

Question Type: MultipleChoice

Please read this scenario prior to answering the question

You are employed as an Enterprise Architect consultant within a manufacturing company. The company has multiple business units located worldwide, including retail, manufacturing, pharmaceuticals, and technology.

The company has a mature Enterprise Architecture (EA) practice and uses the TOGAF standard for its architecture development method. The EA practice is engaged throughout all the business units, with governance provided by multiple Architecture Boards with responsibility for a business line. In addition to the EA program, the company uses a number of management frameworks, including business planning, project/portfolio management, and operations management. The EA program is sponsored by the Chief Information Officer (CIO).

After a recent study, senior management are concerned about the impact of the company's multiple data centers and duplication of applications on the business efficiency. To address the concern, a strategic architecture has been defined; it will help improve the ability to meet customer demand and improve the efficiency of operations. The strategic architecture involves the consolidation of multiple applications programs that are currently used in different business units and putting them all onto a cloud-based solution instead.

Each business unit has completed the Architecture Definition documentation to meet its own specific operational requirements. The Enterprise Architects have analyzed the corporate changes and implementation constraints. A consolidated gap analysis has been completed. Based on its results, the architects have reviewed the requirements, dependencies and interoperability requirements needed to integrate the cloud-based solution. The architects have completed the Business Transformation Readiness Assessment. Based on all these factors they have produced a risk assessment. They have also completed the draft Implementation and Migration Plan, the draft Architecture Roadmap, and the Capability Assessment deliverables.

Due to the risks of changing from the current environment, the decision has been taken that a gradual approach is needed to implement the target architectures. It will likely take a few years to complete the whole implementation process.

Refer to the scenario

You have been asked to decide on the next steps for the migration planning.

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

Options:

A- You update the Architecture Definition Document, which includes setting project objectives and documenting the final requirements. This will ensure that the architecture remains relevant and responsive to the needs of the enterprise. You then produce an Implementation Governance Model to manage the lessons learned prior to finalizing the Implementation and Migration plan. You recommend that lessons learned be quickly applied as changes to the architecture.

B- You estimate the business value for each project by applying the Business Value Assessment Technique. The assessment should focus on return on investment and performance evaluation criteria used to monitor the progress of the architecture transformation. You confirm and plan a series of Transition Architecture phases using an Architecture Definition Increments Table. You then document the lessons learned and generate the final Implementation and Migration Plan.

C- You need to determine how the Implementation and Migration plan fits with the other frameworks being used in the organization. You coordinate the planning with the business planning, project/portfolio management and operations management frameworks. You assign a business value to each project, considering the available resources and how well they align with the strategy. You then update the architecture roadmap and the Implementation and Migration Plan.

D- You conduct a Compliance Assessment to ensure that the architecture is being implemented according to the contract. The Compliance Assessment verifies that the implementation team is using the proper development methodology. It should also include deployment of monitoring tools. If the monitoring tools show that performance targets are not being met, then the performance requirements should be changed and the Implementation and Migration Plan updated.

Answer:

C

Explanation:

Option C aligns best with TOGAF Phase F: Migration Planning, which deals with developing a detailed Implementation and Migration Plan, ensuring alignment with other enterprise frameworks, and assigning business value to work packages and projects.

TOGAF Phase F Activities (from the standard):

Confirm Management Framework Interactions:

Per TOGAF, Phase F ensures that the migration planning is aligned with the business planning, portfolio/project management, and operations management frameworks used by the enterprise (which are mentioned in the scenario).

TOGAF emphasizes coordination between EA and other enterprise governance processes.

Prioritize Projects:

TOGAF recommends using business value, resource availability, and strategic alignment to prioritize the various work packages and projects for implementation.

This is directly referenced in option C: 'assign a business value to each project, considering the available resources and how well they align with the strategy.'

Update Roadmaps and Implementation Plan:

After coordination and prioritization, the Architecture Roadmap and the Implementation and Migration Plan are updated.

This is essential before formal governance (Phase G).

Why the Other Options Are Incorrect:

A: Incorrect focus on updating the Architecture Definition Document and lessons learned.

The Architecture Definition Document is mostly finalized in Phases B--E.

Lessons learned and governance modeling are more relevant to Phase G (Implementation Governance) and Phase H (Architecture Change Management), not Phase F.

B: Although it mentions the Business Value Assessment Technique (a valid tool in TOGAF), it includes Architecture Definition Increments Table, which is not a standard TOGAF artifact.

Also, 'document the lessons learned' is premature in Phase F; these are more applicable in Phase H.

D: Focuses on Compliance Assessment, which is part of Phase G (Implementation Governance), not Phase F.

Changing performance requirements based on monitoring tools is handled during operations and change management, not during migration planning.

Source Reference from TOGAF:

TOGAF 9.2 -- Section 11.3 (Phase F: Migration Planning)

'Activities include confirming the enterprise's capability for transition, prioritizing projects, identifying dependencies and resource availability, and co-ordinating with other management frameworks.'

TOGAF 9.2 -- Section 11.4 Outputs:

Architecture Roadmap (updated)

Implementation and Migration Plan (updated)

Business Value Assessment

Consolidated Gaps, Solutions, and Dependencies

Question 5

Question Type: MultipleChoice

Which of the following best describes the purpose of the Architecture Requirements Specification?

Options:

- A- It contains an assessment of the current architecture requirements
- B- It provides a set of statements that outline what a project must do to comply with the architecture
- C- It is sent from the sponsor and triggers the start of an architecture development cycle
- D- It defines the scope and approach to complete an architecture project

Answer:

B

Explanation:

The Architecture Requirements Specification is one of the TOGAF deliverables that provides a set of quantitative statements that outline what an implementation project must do in order to comply with the architecture¹². It is a companion to the Architecture Definition Document, which provides a qualitative view of the solution and aims to communicate the intent of the architect. The Architecture Requirements Specification provides a quantitative view of the solution, stating measurable criteria that must be met during the implementation of the architecture³. It typically forms a major component of an implementation contract or contract for more detailed Architecture Definition⁴. Reference:

*Deliverable: Architecture Requirements Specification - The Open Group

*Architecture Requirements Specification - Visual Paradigm Community Circle

*The TOGAF Standard, Version 9.2 - Definitions - The Open Group

*The TOGAF Standard, Version 9.2 - Architecture Requirements Specification - The Open Group

Question 6

Question Type: MultipleChoice

What structural framework does the TOGAF Standard define to support the management, leverage, and storage of architectural work products?

Options:

- A- The Architecture Capability
- B- The Architecture Repository
- C- The Enterprise Architecture Capability Model
- D- The Architecture Landscape

Answer:

B

Explanation:

The Architecture Repository is the structural framework defined by TOGAF to store, manage, and leverage architecture artifacts, including reference models, standards, governance logs, and deliverables.

The Architecture Capability refers to governance and processes.

The Architecture Landscape shows Strategic, Segment, and Capability architectures, not storage.

The Enterprise Architecture Capability Model is not a defined TOGAF concept.

Question 7

Question Type: MultipleChoice

Full Scenario

You are employed as an Enterprise Architect working at a company that creates and sells products targeted at the end-user market. These products are sold worldwide through retail outlets.

You are part of the Enterprise Architecture (EA) team reporting to the EA team leader. The

Enterprise Architecture practice at the company is sponsored by the Chief Technology Officer. The EA team has operated successfully for several years and has well developed processes based on the TOGAF standard. The EA team's responsibilities include architecting product development processes and customer experience.

The company uses Agile product management techniques and Agile development practices. The EA team works with the product management teams, supporting and enabling the Agile development teams.

The company is in the middle of a digital transformation where it will extend its product range from physical products to also include digital products and digital services. This includes each of its product lines making the change to offer direct-to-consumer digital products and services associated with their existing physical products.

You are working with the EA team leader to develop a plan for the overall digital transformation project. You have been asked to work on a specific product line, which is experimenting with new direct-to-consumer digital products using a third-party platform. This project took a Minimum Viable Architecture approach, including a shallow architecture development iteration with a focus on the Application Architecture, followed by a quick and minimal implementation.

The initial feedback from customers shows low engagement and limited interest, suggesting that the new offerings may not align with customer needs. Looking at the data, it is clear that the products are not reaching the target audience that they were designed for, leading to a failure to meet the revenue target.

How will you gather information to address the low customer engagement and missed revenue target?

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

Options:

- A- You would perform another iteration of ADM Phases B--C. This would include development of a description in the Architecture Definition Document of how the product architecture needs to operate to achieve the business goals, and how the application will support the needs of the business as well as the customers. The Data Architecture should identify tools for data capture that would help with analysis of the concerns raised by the product manager.
- B- You would revise the target Business Architecture and develop new architecture models to address the issues raised. The new models should identify different groups of customers, what their interests are, how much it costs to serve them, and the resulting revenue. You would use value stream mapping to help understand customer value for the direct-to-consumer products. You would investigate different target Business Architecture alternatives.
- C- You would start with the target Application Architecture, revising it to better align with the overall digital transformation plan. You would prepare a new Statement of Architecture Work, including a detailed project description and work plan, and submit that for review by the EA team leader. Once approved by the EA team leader, you would conduct a full ADM cycle to gather all the necessary information to address the issues raised.
- D- You would review the baseline architecture for ADM Phase B to determine what gaps in functionality have been missed in the target architecture that would meet the customer's needs and attract the target audience. You would research and draw up a list of alternatives that

would increase the value proposition for the target audience. You would then define candidate roadmap components from the alternatives and develop a proposed schedule for deployment using a just-in-time approach.

Answer:

B

Explanation:

In TOGAF, when customer needs are unclear or misaligned with the existing architectural direction, the correct approach is to return to the Business Architecture. The Business Architecture phase (ADM Phase B) is responsible for understanding stakeholders, customer segments, business processes, value streams, motivations, and expected outcomes. Since the scenario identifies low engagement, poor adoption, and missed revenue targets, the breakdown is not in technology or application capabilities---it is a business misalignment.

Option B correctly focuses on revisiting and refining the target Business Architecture, including identifying customer groups, their interests, costs to serve them, and expected revenue streams. This aligns with TOGAF guidance that Business Architecture must define value propositions and customer value streams before other architecture domains can be effectively adjusted. The use of value stream mapping is entirely appropriate within Business Architecture development, as it provides a structured way to analyze customer value and identify what changes are necessary to meet business goals.

Options A and D prematurely focus on application or baseline gap analysis, which would not resolve a fundamental misunderstanding of customer needs. Option C expands into a full ADM cycle, which is unnecessary at this stage because the primary issue is misalignment, not architectural completeness.

Question 8

Question Type: MultipleChoice

Complete the sentence. The key purpose of Gap Analysis is to ____

Options:

- A- establish quality parameters for the architecture
- B- identify potential missing or overlapping functions
- C- validate nonfunctional requirements
- D- identify commercial building blocks to be purchased
- E- determine the required service levels for the architecture

Answer:

B

Explanation:

Gap Analysis is a technique that compares the Baseline Architecture and the Target Architecture to identify the differences and gaps between them. The purpose of this technique is to determine the changes and additions that are required to achieve the desired future state of the architecture. One of the main aspects of Gap Analysis is to identify the functions that are missing or overlapping in the current and future architectures, and to plan how to address them. This helps to ensure that the architecture is complete, consistent, and aligned with the business objectives and requirements.

Question 9

Question Type: MultipleChoice

Scenario:

You are working as an Enterprise Architect within a company providing legal services. The company operates in many countries and has a complicated structure. Every office must follow the local regulations in their country.

The company's Enterprise Architecture (EA) department has been operating for several years and has mature, well-developed architecture governance and development processes based on the TOGAF standard. In addition to the EA program, the company has several management frameworks, including business planning, project/portfolio management, and operations management. The Architecture Board includes representatives from all parts 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. The CIO has given approval for a Request for Architecture Work to explore the adoption of an AI-powered system for managing legal cases and financial processes.

Senior management has become more concerned about business performance, especially with the advancements in Artificial Intelligence (AI). Many of the company's competitors have started using AI to assist with legal strategies, streamline processes, and boost productivity. One of the most important benefits AI has for the business is its ability to increase accuracy and minimize mistakes.

Some of the top managers are worried about a change in the way of working, and if it will achieve the business goals. Their staff also fear that management will use the AI system to measure their performance. The CIO wants to know how to address these concerns and reduce risks.

The new system is expected to guide legal professionals and analysts on which tasks to focus on. The main goals are to improve productivity and make better use of staff. In addition, the CIO hopes these changes will lead to higher customer satisfaction.

Refer to the scenario:

You have been asked to respond to the Chief Information Officer (CIO) recommending an approach that would enable the development of an architecture that addresses the concerns of the top managers and the multiple branches in different parts of the company.

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

Options:

- A- You recommend that models be created for each of the Business, Application, and Technology architectures. These can be used to ensure that the system will be compliant with the local regulations for each operating entity. This ensures that all necessary data and detail is addressed. A formal review should be held with the stakeholders to verify that their concerns have been properly addressed by the models.
- B- You recommend that an analysis of the stakeholders is undertaken. This will allow the architects to define groups of partners (the 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 reduce risk, you include a requirement that there be progressive development of the target architecture to get regular feedback.
- C- You recommend creation of a set of business models that can be applied uniformly across all AI-related architecture projects. These should be developed in a portable format to ensure maximum portability across the many tools used in the firm. Each architecture should then be defined based on this fixed set of models. All concerned stakeholders can then examine the models to ensure that their needs have been addressed.
- D- You recommend that a Communications Plan be created to address the key stakeholders, particularly influential partners. This plan should include a report summarizing the key features of the architecture with respect to each location and reflect the stakeholders' requirements. You will check with each key stakeholder that their concerns have been addressed. Risk mitigation should be explicitly addressed as a component of the architecture being developed.

Answer:

B

Explanation:

The correct answer is B, as it aligns with TOGAF's stakeholder management approach, ensuring that stakeholder concerns are captured and addressed iteratively throughout the architecture development process.

Analysis of the Correct Answer (Option B):

Stakeholder Analysis and Mapping

The scenario highlights that top managers and staff are worried about the changes AI will bring.

TOGAF recommends stakeholder analysis early in the ADM process to ensure that concerns, expectations, and risks are documented.

Creating a Stakeholder Map groups stakeholders by common concerns, allowing architects to develop tailored viewpoints.

Recording Concerns in the Architecture Vision Document

The Architecture Vision (ADM Phase A) serves as a high-level guiding document.

Capturing stakeholder concerns in the Vision document ensures alignment between business goals and technology implementation.

Iterative Development and Regular Feedback

The scenario describes an AI-powered system with major business impacts, so incremental validation is necessary.

TOGAF emphasizes progressive development to manage risk and validate requirements continuously.

Regular feedback loops help mitigate resistance from top managers and staff.

Why Other Options Are Incorrect?

Option A: Creating Models for Business, Application, and Technology Architectures

Incorrect because while compliance is important, it does not address stakeholder concerns directly.

The scenario is about ensuring buy-in from top managers and employees, not just regulatory compliance.

Option C: Using Uniform Business Models Across AI Projects

Incorrect because a one-size-fits-all model does not allow for regional and functional differences within the company.

The scenario emphasizes the need to address specific concerns of top managers and different locations, which requires stakeholder-specific customization.

Option D: Creating a Communications Plan

Incorrect because communication alone does not resolve stakeholder concerns.

While communication is useful, the architecture development process should include stakeholder engagement and progressive validation, not just reporting.

TOGAF Standard, ADM Phase A -- Architecture Vision

TOGAF Standard, Stakeholder Management (ADM Guidelines and Techniques)

TOGAF Enterprise Architecture Principles -- The Open Group



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