



Free Questions for OGEA-103 by vceexamstest

Shared by Garza on 15-04-2024

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Question 1

Question Type: MultipleChoice

Please read this scenario prior to answering the question

Your role is that of a consultant to the Lead Enterprise Architect in a multinational automotive manufacturer.

The company has a corporate strategy that focuses on electrification of its portfolio, and it has invested heavily in a new shared car platform to use across all its brands. The company has four manufacturing facilities, one in North America, two in Europe, and one in Asia.

A challenge that the company is facing is to scale up the number of vehicles coming off the production line to meet customer demand, while maintaining quality. There are significant supply chain shortages for electronic components, which are impacting production. In response to this the company has taken on new suppliers and has also taken design and production of the battery pack in-house.

The company has a mature Enterprise Architecture practice. The TOGAF standard is used for developing the process and systems used to design, manufacture, and test the battery pack. The Chief Information Officer and the Chief Operating Officer co-sponsor the Enterprise Architecture program.

As part of putting the new battery pack into production, adjustments to the assembly processes need to be made. A pilot project has been completed at a single location. The Chief Engineer, sponsor of the activity, and the Architecture Board have approved the plan for implementation and migration at each plant.

Draft Architecture Contracts have been developed that detail the work needed to implement and deploy the new processes for each location. The company mixes internal teams with a few third-party contractors at the locations. The Chief Engineer has expressed concern that the deployment will not be consistent and of acceptable quality.

Refer to the scenario

The Lead Enterprise Architect has asked you to review the draft Architecture Contracts and recommend the best approach to address the Chief Engineer's concern.

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

Options:

A- For changes requested by an internal team, you recommend a memorandum of understanding between the Architecture Board and the implementation organization. For contracts issued to third-party contractors, you recommend that it is a fully enforceable legal contract. You recommend that the Architecture Board reviews all deviations from the Architecture Contract and considers whether to grant a dispensation to allow the implementation organization to customize the process to meet their local needs.

B- For changes undertaken by internal teams, you recommend a memorandum of understanding between the Architecture Board and the implementation organization. If a contract is issued to a contractor, you recommend that it is a fully enforceable legal contract. If a deviation from the Architecture Contract is found, you recommend that the Architecture Board grant a dispensation to allow the implementation organization to customize the process to meet their local needs.

C- You review the contracts ensuring that they address project objectives, effectiveness metrics, acceptance criteria, and risk management. Third-party contracts must be legally enforceable. You recommend a schedule of compliance reviews at key points in the implementation process. You recommend that the Architecture Board reviews all deviations from the Architecture Contract and considers whether to grant a dispensation to allow the process to be customized for local needs.

D- You recommend that the Architecture Contracts be used to manage the architecture governance processes across the locations. You recommend deployment of monitoring tools to assess the performance of each completed battery pack at each location and develop change requirements if necessary. If a deviation from the contract is detected, the Architecture Board should allow the Architecture Contract to be modified meet the local needs. In such cases they should issue a new Request for Architecture Work to implement a modification to the Architecture Definition.

Answer:

C

Explanation:

According to the TOGAF Standard, Version 9.2, an Architecture Contract is a joint agreement between development partners and sponsors on the deliverables, quality, and fitness-for-purpose of an architecture¹. It defines the scope, responsibilities, and governance of the architecture work, and ensures the alignment and compliance of the architecture with the business goals and objectives¹.

In the scenario, the Lead Enterprise Architect has asked you to review the draft Architecture Contracts and recommend the best approach to address the Chief Engineer's concern about the consistency and quality of the deployment of the new processes for the

battery pack production at each location.

The best answer is C, because it follows the guidelines and best practices for defining and using Architecture Contracts as described in the TOGAF Standard, Version 9.22. It ensures that the contracts cover the essential aspects of the project objectives, effectiveness metrics, acceptance criteria, and risk management, and that they are legally enforceable for third-party contractors. It also recommends a schedule of compliance reviews at key points in the implementation process, and a mechanism for handling any deviations from the Architecture Contract, involving the Architecture Board and the possibility of granting a dispensation to allow the process to be customized for local needs.

The other options are not correct because they either²³:

A) For changes requested by an internal team, you recommend a memorandum of understanding between the Architecture Board and the implementation organization. For contracts issued to third-party contractors, you recommend that it is a fully enforceable legal contract. You recommend that the Architecture Board reviews all deviations from the Architecture Contract and considers whether to grant a dispensation to allow the implementation organization to customize the process to meet their local needs.: This option does not address the need to review the contracts to ensure that they address the project objectives, effectiveness metrics, acceptance criteria, and risk management. It also does not recommend a schedule of compliance reviews at key points in the implementation process. Moreover, it suggests that a memorandum of understanding is sufficient for internal teams, which may not be legally binding or enforceable.

B) For changes undertaken by internal teams, you recommend a memorandum of understanding between the Architecture Board and the implementation organization. If a contract is issued to a contractor, you recommend that it is a fully enforceable legal contract. If a deviation from the Architecture Contract is found, you recommend that the Architecture Board grant a dispensation to allow the implementation organization to customize the process to meet their local needs.: This option has the same problems as option A, and also implies that the Architecture Board should always grant a dispensation for any deviation, which may not be appropriate or desirable in some cases.

D) You recommend that the Architecture Contracts be used to manage the architecture governance processes across the locations. You recommend deployment of monitoring tools to assess the performance of each completed battery pack at each location and develop change requirements if necessary. If a deviation from the contract is detected, the Architecture Board should allow the Architecture Contract to be modified meet the local needs. In such cases they should issue a new Request for Architecture Work.: This option does not address the need to review the contracts to ensure that they address the project objectives, effectiveness metrics, acceptance criteria, and risk management. It also does not recommend a schedule of compliance reviews at key points in the implementation process. Moreover, it suggests that the Architecture Board should always allow the Architecture Contract to be modified for any deviation, which may not be appropriate or desirable in some cases. It also implies that a new Request for Architecture Work should be issued for each deviation, which may not be necessary or feasible.

1: [The TOGAF Standard, Version 9.2, Chapter 3: Definitions and Terminology, Section 3.1: Terms and Definitions](#)

2: [The TOGAF Standard, Version 9.2, Chapter 43: Architecture Contracts](#)

3: [The TOGAF Standard, Version 9.2, Chapter 44: Architecture Governance](#)

Question 2

Question Type: MultipleChoice

Please read this scenario prior to answering the question

You are the Chief Enterprise Architect at a large food service company specializing in sales to trade and

wholesale, for example, restaurants and other food retailers.

One of your company's competitors has launched a revolutionary product range and is running a very aggressive marketing campaign. Your company's resellers are successively announcing that they are not interested in your company's products and will sell your competitor's.

The CEO has stated there must be significant change to address the situation. He has made it clear that new markets must be found for the company's products, and that the business needs to pivot, and address the retail market as well as the existing wholesale market.

A consideration is the company's ability and willingness to change its business model, and if it is a temporary or permanent change. An additional risk factor is one of culture. The company has been used to a stable business with a reasonably well known and settled client base - all with its own local understandings and practices.

The CEO is the sponsor of the EA program within the company. You have been engaged with the sales, logistics, production, and marketing teams, enabling the architecture activity to start. An Architecture Vision, Architecture Principles, and Requirements have all been agreed. As you move forward to develop a possible Target Architecture you have identified that some of the key stakeholders' preferences are incompatible. The incompatibilities are focused primarily on time-to-market, cost savings, and the need to bring out a fully featured product range, but there are additional factors.

Refer to the scenario

You have been asked how you will address the incompatibilities between key stakeholder preferences.

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

Options:

A- You would seek to understand value preferences and priorities of the stakeholders. You would develop alternative Target Architectures, highlighting the gaps between current state and the alternatives. You would consider combining features from one or more alternatives in collaboration with the stakeholders. A formal stakeholder review should then be held to decide which alternative is fit for purpose and should be moved forward with. You will then secure the funding required.

B- You recommend that since the CEO has stated that the company must pivot, it is better to compromise on a full product range rather than time-to-market. You would develop just enough of the Target Architecture to demonstrate fitness of the proposed approach. You would limit the description to just where there is a gap between the current baseline. You would seek approval by the stakeholders to move forward with developing the Target Architecture in detail.

C- You would use the Architecture Vision, Principles, and Requirements to define a set of criteria for alternatives and create a set of architecture views to illustrate the impact of the alternative Target Architectures. You would identify the impact on planned projects. You would understand the strengths and weaknesses of the alternatives. You would conduct a formal stakeholder review to decide which alternative to move forward with. You will determine the funding required.

D- You would review the Stakeholder Map and ensure that you have addressed and represented the concerns of all department heads. You will involve them in resolving the incompatibilities. The Communications Plan should include a report that summarizes the key features of the architecture with and how incompatibilities were resolved to reflect the stakeholders' requirements. You will check with each key stakeholder they are satisfied with how the incompatibilities have been resolved.

Answer:

C

Explanation:

According to the TOGAF standard, the Target Architecture is the description of a future state of the architecture being developed for an organization. It should be aligned with the Architecture Vision, Principles, and Requirements that have been agreed with the stakeholders. To address the incompatibilities between key stakeholder preferences, the TOGAF standard recommends creating and evaluating multiple alternative Target Architectures that meet different sets of criteria. These criteria should reflect the value preferences and priorities of the stakeholders, as well as the business drivers and objectives. The alternative Target Architectures should be illustrated using a set of architecture views that show the impact of each alternative on the business, data, application, and technology domains. The impact on planned projects should also be identified and analyzed. The strengths and weaknesses of each alternative should be understood and documented. A formal stakeholder review should then be conducted to decide which alternative is the most fit for purpose and should be moved forward with. The funding required for implementing the chosen alternative should also be determined and secured. Reference:

[The TOGAF Standard, Version 9.2 - Phase B: Business Architecture - The Open Group](#)

[The TOGAF Standard, Version 9.2 - Phase C: Information Systems Architectures - The Open Group](#)

[The TOGAF Standard, Version 9.2 - Phase D: Technology Architecture - The Open Group]

[The TOGAF Standard, Version 9.2 - Phase E: Opportunities and Solutions - The Open Group]

[The TOGAF Standard, Version 9.2 - Phase F: Migration Planning - The Open Group]

Question 3

Question Type: MultipleChoice

Which of the following describes the practice by which the enterprise architecture is managed and controlled at an enterprise-wide level?

Options:

- A- Corporate governance
- B- Architecture governance
- C- IT governance
- D- Technology governance

Answer:

B

Explanation:

According to the TOGAF Standard, 10th Edition, architecture governance is "the practice by which enterprise architectures and other architectures are managed and controlled at an enterprise-wide level" 1. Architecture governance ensures that the architecture development and implementation are aligned with the strategic objectives, principles, standards, and requirements of the enterprise, and that they deliver the expected value and outcomes. Architecture governance also involves establishing and maintaining the architecture framework, repository, board, contracts, and compliance reviews 1. The other options are not correct, as they are not the term used by the TOGAF Standard to describe the practice by which the enterprise architecture is managed and controlled at an enterprise-wide level. Corporate governance is "the system by which an organization is directed and controlled" 2, and it covers aspects such as leadership, strategy, performance, accountability, and ethics. IT governance is "the system by which the current and future use of IT is directed and controlled" 2, and it covers aspects such as IT strategy, policies, standards, and services. Technology governance is "the system by which the technology decisions and investments are directed and controlled" 3, and it covers aspects such as technology selection, acquisition, deployment, and maintenance. Reference: 1: TOGAF Standard, 10th Edition, Part VI: Architecture Governance, Chapter 44: Introduction. 2: TOGAF Standard, 10th Edition, Part I: Introduction, Chapter 3: Definitions. 3: TOGAF Series Guide: Using the TOGAF Framework to Define and Govern Service-Oriented Architectures, Part II: Using the TOGAF Framework to Define and Govern Service-Oriented Architectures, Chapter 5: Technology Governance.

Question 4

Question Type: MultipleChoice

According to the TOGAF standard, what term describes an individual with an interest in a system?

Options:

- A- stakeholder
- B- consumer
- C- lead architect
- D- sponsor

Answer:

A

Explanation:

According to the TOGAF Standard, 10th Edition, a stakeholder is "an individual with an interest in a system" 1. A stakeholder can be anyone who is affected by the system, or who can influence or be influenced by the system. Stakeholders can have different roles, perspectives, and concerns regarding the system, and they can be internal or external to the organization. Stakeholder management is a technique that helps to identify, analyze, and engage the stakeholders of an architecture project, and to address their needs and expectations 2. The other options are not correct, as they are not the term used by the TOGAF Standard to describe an individual with an interest in a system. A consumer is "an individual or group that uses a product or service" 1. A lead architect is "an individual who is responsible for leading the development of an architecture" 1. A sponsor is "an individual who provides funding and support for an architecture project" 1. Reference: 1: TOGAF Standard, 10th Edition, Part I: Introduction, Chapter 3: Definitions. 2: TOGAF Standard, 10th Edition, Part III: ADM Guidelines and Techniques, Chapter 24: Stakeholder Management.

Question 5

Question Type: MultipleChoice

Complete the following sentence. In the ADM, documents which are under development and have not undergone any formal review and approval process are called_____ Documents which have been reviewed and approved are called _____

Options:

- A- 'draft'- 'finalized'
- B- 'draft' - 'approved'
- C- 'concept' - 'deliverable'
- D- 'Version 0.1' - 'Version 1.0'

Answer:

B

Explanation:

According to the TOGAF Standard, 10th Edition, documents which are under development and have not undergone any formal review and approval process are called draft documents, while documents which have been reviewed and approved are called approved

documents 1. Draft documents are typically marked with a version number of 0.x, indicating that they are incomplete or provisional. Approved documents are typically marked with a version number of 1.0 or higher, indicating that they have been finalized and authorized. The other options are not correct, as they are not the terms used by the TOGAF Standard to distinguish between documents under development and documents that have been reviewed and approved. The terms "finalized", "concept", "deliverable", and "Version 0.1" and "Version 1.0" are not specific to the TOGAF Standard, and they may have different meanings or interpretations in different contexts. Reference: 1: TOGAF Standard, 10th Edition, Part II: Architecture Development Method, Chapter 7: Applying Iteration to the ADM, Section 7.2.3 Document Categorization.

Question 6

Question Type: MultipleChoice

Which phase of the ADM has the purpose to develop an Enterprise Architecture Capability?

Options:

- A- Phase G
- B- Preliminary Phase
- C- Phase A

D- Phase B

Answer:

B

Explanation:

According to the TOGAF Standard, 10th Edition, the Preliminary Phase of the Architecture Development Method (ADM) has the purpose to develop an Enterprise Architecture Capability 1. An Enterprise Architecture Capability is the ability of the organization to perform the activities and tasks related to Enterprise Architecture, such as defining the scope, principles, vision, governance, and stakeholders of the architecture. The Preliminary Phase also establishes the architecture framework, the architecture repository, the architecture tools, and the architecture team 1. The other options are not correct, as they have different purposes in the ADM. Phase G: Implementation Governance has the purpose to ensure that the implementation projects conform to the target architecture 2. Phase A: Architecture Vision has the purpose to define the scope, stakeholders, business drivers, and objectives of the architecture project 3. Phase B: Business Architecture has the purpose to describe the baseline and target business architecture, and to identify the gaps between them . Reference: 1: TOGAF Standard, 10th Edition, Part II: Architecture Development Method, Chapter 6: Preliminary Phase. 2: TOGAF Standard, 10th Edition, Part II: Architecture Development Method, Chapter 18: Phase G: Implementation Governance. 3: TOGAF Standard, 10th Edition, Part II: Architecture Development Method, Chapter 12: Phase A: Architecture Vision. : TOGAF Standard, 10th Edition, Part II: Architecture Development Method, Chapter 13: Phase B: Business Architecture.

Question 7

Question Type: MultipleChoice

What is present in all phases within the ADM and should be identified, classified and mitigated before starting a transformation effort?

Options:

- A-** Budgetary constraints
- B-** Risk
- C-** Schedule constraints
- D-** Information gaps

Answer:

B

Explanation:

According to the TOGAF Standard, 10th Edition, risk is present in all phases within the Architecture Development Method (ADM), and it should be identified, classified, and mitigated before starting a transformation effort 1. Risk is defined as "the effect of uncertainty on objectives" 2, and it can have positive or negative impacts on the architecture project. Risk management is a technique that helps to assess and address the potential risks that may affect the achievement of the architecture objectives, and to balance the trade-offs between opportunities and threats. Risk management is applied throughout the ADM cycle, from the Preliminary Phase to the Requirements Management Phase, and it is integrated with other techniques, such as stakeholder management, business

transformation readiness assessment, gap analysis, and migration planning 1. The other options are not correct, as they are not present in all phases within the ADM, and they are not necessarily identified, classified, and mitigated before starting a transformation effort. Budgetary constraints are the limitations on the financial resources available for the architecture project, and they are usually considered in Phase E: Opportunities and Solutions, and Phase F: Migration Planning 3. Schedule constraints are the limitations on the time available for the architecture project, and they are also usually considered in Phase E and F 3. Information gaps are the missing or incomplete data or knowledge that may affect the architecture project, and they are usually identified in Phase B: Business Architecture, Phase C: Information Systems Architecture, and Phase D: Technology Architecture . Reference: 1: TOGAF Standard, 10th Edition, Part III: ADM Guidelines and Techniques, Chapter 32: Risk Management. 2: TOGAF Standard, 10th Edition, Part I: Introduction, Chapter 3: Definitions. 3: TOGAF Standard, 10th Edition, Part II: Architecture Development Method, Chapter 16: Phase E: Opportunities and Solutions, and Chapter 17: Phase F: Migration Planning. : TOGAF Standard, 10th Edition, Part II: Architecture Development Method, Chapter 13: Phase B: Business Architecture, Chapter 14: Phase C: Information Systems Architecture, and Chapter 15: Phase D: Technology Architecture.

Question 8

Question Type: MultipleChoice

In which phase(s) of the ADM would you deal with the actions resulting from a transformation readiness assessment?

Options:

A- Phase F

B- Phase G

C- Phase E and F

D- Phase A

Answer:

C

Explanation:

According to the TOGAF Standard, 10th Edition, a transformation readiness assessment is a technique that evaluates the preparedness of the organization to undergo a change, and identifies the actions needed to increase the likelihood of a successful outcome. A transformation readiness assessment can be conducted in Phase E: Opportunities and Solutions, and the actions resulting from it can be dealt with in Phase F: Migration Planning 1. In Phase E, the transformation readiness assessment can help to identify the major implementation challenges and risks, and to define the critical success factors and key performance indicators for the architecture project. In Phase F, the actions resulting from the transformation readiness assessment can help to develop a detailed and realistic migration plan, and to address the gaps, issues, and dependencies that may affect the transition to the target architecture 1. Reference: 1: TOGAF Standard, 10th Edition, Part III: ADM Guidelines and Techniques, Chapter 29: Business Transformation Readiness Assessment.

Question 9

Question Type: MultipleChoice

Which section of the TOGAF template for Architecture Principles should highlight the business benefits of adhering to the principle?

Options:

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

Answer:

A

Explanation:

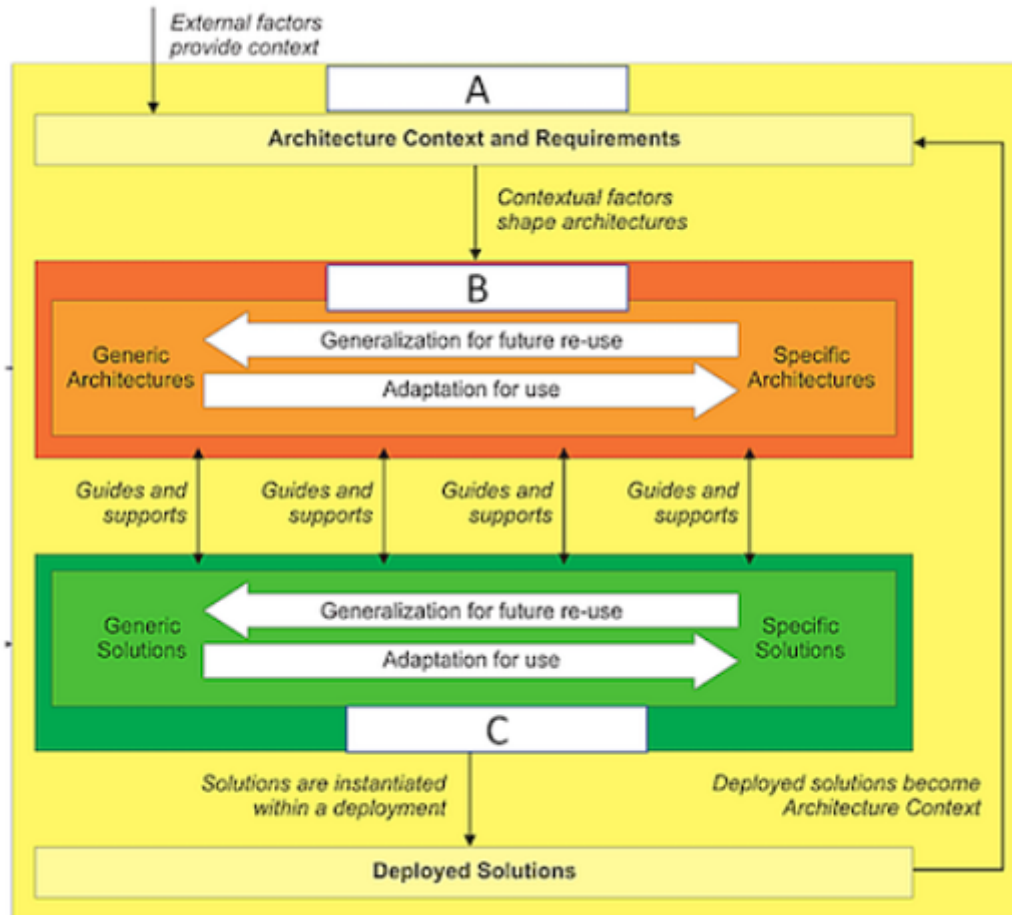
According to the TOGAF Standard, 10th Edition, the rationale section of the architecture principles template should highlight the business benefits of adhering to the principle, as well as the business risks of not adhering to it 1. The rationale section should explain the reasoning behind the principle, and provide evidence or arguments to support it. The rationale section should also link the principle to the business drivers, goals, and objectives of the enterprise, and show how the principle contributes to the value and success of the

enterprise. The other options are not correct, as they have different purposes in the architecture principles template. The name section should provide a short and memorable name for the principle, such as "Information is an Asset" or "Business Continuity" 1. The statement section should provide a concise and formal statement of the principle, such as "The enterprise's information is recognized as a core asset, and is managed accordingly" or "The enterprise's ability to provide critical services and products must be maintained in the event of a disaster" 1. The implications section should identify the impact of the principle on the enterprise, such as the changes, costs, benefits, and risks that may result from applying or violating the principle 1. Reference: 1: TOGAF Standard, 10th Edition, Part III: ADM Guidelines and Techniques, Chapter 23: Architecture Principles, Section 23.3 Developing Architecture Principles.

Question 10

Question Type: MultipleChoice

Consider the illustration.



What are the items labelled A, B and C?

Options:

- A-** A-Enterprise Continuum, B-Architecture Continuum, C-Solutions Continuum
- B-** A-Enterprise Architecture, B-Architecture Building Blocks, C-Solutions Building Blocks
- C-** A-Architecture Vision, B-Business Architecture, C-Information Systems Architecture
- D-** A-Enterprise Strategic Architecture, B-Segment Architecture, C-Solutions Architecture

Answer:

A

Explanation:

The illustration shows the relationship between the Enterprise Continuum, the Architecture Continuum, and the Solutions Continuum, which are key concepts in the TOGAF framework. The Enterprise Continuum is a view of the Architecture Repository that shows how generic foundation architectures can be leveraged and specialized to support the requirements of an individual organization. The Architecture Continuum specifies a structured classification for architectural artifacts, such as models, patterns, and descriptions, that can be reused and adapted across different domains and levels of abstraction. The Solutions Continuum identifies implemented solutions that support various stages of business and IT capability evolution, such as common systems, industry solutions, and organization-specific solutions. The illustration also shows how the architecture context and requirements are influenced by external factors, such as business drivers, stakeholders, and standards, and how they shape the generic and specific architectures and solutions. The illustration also shows how the deployed solutions become part of the architecture context for future iterations of the architecture development cycle. Reference:

* TOGAF Standard, 10th Edition, Part II: Architecture Development Method, Chapter 6: Architecture Repository, Section 6.2 Enterprise Continuum.

* TOGAF Standard, 10th Edition, Part IV: Architecture Content Framework, Chapter 35: Enterprise Continuum and Tools, Section 35.1 Introduction.

Question 11

Question Type: MultipleChoice

Complete the sentence. The four purposes that typically frame the planning horizon, depth and breadth of an Architecture Project, and the contents of the EA Repository are Strategy, Portfolio,

Options:

- A- Project, and Solution Delivery.
- B- Subordinate, and Superior Architecture.
- C- Discreet, and Cohesive.
- D- Segment, and End-to-end Target Architecture.

Answer:

D

Explanation:

The planning horizon, depth, and breadth of an Architecture Project, along with the contents of the EA Repository, are typically framed by Strategy, Portfolio, Segment, and End-to-end Target Architecture. The 'Segment' refers to a part of the organization, typically addressed in a Segment Architecture, while 'End-to-end Target Architecture' encompasses the complete view of the planned architecture across the entire organization.

Question 12

Question Type: MultipleChoice

Complete the sentence. When considering agile development, Architecture to Support Portfolio will identify what products the Enterprise needs, the boundary of the products, and what constraints a product owner has; this defines the Enterprise's

Options:

A- risk tolerance

B- business continuity

C- backlog

D- operating model

Answer:

C

Explanation:

When considering agile development, Architecture to Support Portfolio will identify the necessary products for the enterprise, define their boundaries, and outline the constraints for a product owner. This process directly relates to defining the enterprise's backlog, which in agile methodologies, is a prioritized list of work for the development team that is derived from the roadmap and its requirements.

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