

## Exam Questions OGEA-102

TOGAF Enterprise Architecture Part 2 Exam (English)

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### NEW QUESTION 1

Please read this scenario prior to answering the question

Your role is that of a consultant to the Lead Enterprise Architect to an international supplier of engineering services and automated manufacturing systems. It has three manufacturing plants where it assembles both standard and customized products for industrial production automation. Each of these plants has been operating its own planning and production

scheduling systems, as well as applications and control systems that drive the automated production line.

The Enterprise Architecture department has been operating for several years and has mature, well-developed architecture governance and development processes that are based on the TOGAF Standard. The CIO sponsors the Enterprise Architecture.

During a recent management meeting, a senior Vice-President highlighted an interview where a competitor company's CIO is reported as saying that their production efficiency had been improved by replacing multiple planning and scheduling systems with a common Enterprise Resource Planning (ERP) system located in a central data center. Some discussion followed, with the CIO responding that the situations are not comparable, and the current architecture is already optimized.

In response, the Architecture Board approved a Request for Architecture Work covering the investigations to determine if such an architecture transformation would lead to improvements in efficiency. You have been assigned to support the architecture team working on this project. A well-known concern of the plant managers is about the security and reliability of driving their planning and production scheduling from a remote centralized system. Any chosen system would also need to support the current supply chain network consisting of local partners at each of the plants. Refer to the scenario

You have been asked to explain how you will initiate the architecture project. Based on the TOGAF Standard, which of the following is the best answer?

- A. You would research vendor literature and conduct a series of briefings with vendors that are on the current approved supplier list
- B. Based on the findings from the research, you would define a preliminary Architecture Vision including summary views, high-level requirements, and high-level definitions of the baseline and target environments from a business, information systems, and technology perspective
- C. You would then use that to build consensus among the key stakeholders.
- D. You would conduct a pilot project that will enable vendors to demonstrate potential off-the-shelf solutions that address the concerns of the stakeholder
- E. Running a pilot project will save time and money later in the process
- F. Based on the findings of that pilot project, a complete set of requirements can then be developed that will drive the evolution of the architecture
- G. Once the requirements are completed, a formal stakeholder review should be held, and permission sought to proceed to develop the target architecture.
- H. You would hold a series of interviews at each of the manufacturing plants using the business scenarios technique
- I. This will allow you to understand the systems and integrations with local partners
- J. You would use stakeholder analysis to identify key players in the engagement, and to understand their concerns
- K. You will then identify and document the key high-level stakeholder requirements for the architecture
- L. You will then generate high level definitions of the baseline and target architectures.
- M. You would develop baseline and target Architectures for each of the manufacturing plants, ensuring that the views corresponding to selected viewpoints address key concerns of the stakeholder
- N. A business case, together with performance metrics and measures should be defined to ensure the architecture meets the business need
- O. A consolidated gap analysis between the architectures will then validate the approach and determine the capability increments needed to achieve the target state.

**Answer:** C

#### Explanation:

The best answer is C. You would hold a series of interviews at each of the manufacturing plants using the business scenarios technique. This will allow you to understand the systems and integrations with local partners. You would use stakeholder analysis to identify key players in the engagement, and to understand their concerns. You will then identify and document the key high-level stakeholder requirements for the architecture. You will then generate high level definitions of the baseline and target architectures.

This answer is based on the TOGAF standard, which recommends the following steps to initiate the architecture project<sup>1</sup>:

- > Establish the architecture project
- > Identify stakeholders, concerns, and business requirements
- > Confirm and elaborate business goals, business drivers, and constraints
- > Evaluate business capabilities
- > Assess readiness for business transformation
- > Define scope
- > Confirm and elaborate Architecture Principles, including business principles
- > Develop Architecture Vision
- > Define the Target Architecture value propositions and KPIs
- > Identify the business transformation risks and mitigation activities
- > Secure stakeholder and sponsor approval

The answer C covers most of these steps, by using the business scenarios technique to elicit and validate the business requirements, goals, drivers, and constraints, as well as the current and future states of the architecture<sup>2</sup>. The answer C also uses stakeholder analysis to identify and engage the key stakeholders, and to address their concerns and expectations<sup>3</sup>. The answer C also generates high level definitions of the baseline and target architectures, which can be used to develop the Architecture Vision and the value propositions<sup>4</sup>.

The other answers are not the best approach for architecture development, because:

- > Answer A focuses on researching vendor literature and conducting briefings with vendors, which is not the best way to understand the business needs and the current situation of the enterprise. Answer A also defines a preliminary Architecture Vision without involving the stakeholders or validating the requirements, which may lead to misalignment and lack of consensus.
- > Answer B conducts a pilot project that will enable vendors to demonstrate potential solutions, which is premature and costly at this stage of the architecture project. Answer B also does not address the stakeholder concerns or the current systems and integrations, which may result in gaps and risks. Answer B also develops the requirements after the pilot project, which may not reflect the actual business needs and goals.
- > Answer D develops baseline and target architectures for each of the manufacturing plants, which may not consider the enterprise-wide perspective and the potential benefits of a common ERP system. Answer D also does not involve the stakeholders or address their concerns, which may result in resistance and conflict. Answer D also does not define the business case or the performance metrics, which are essential for demonstrating the value and feasibility of the architecture.

References: <sup>1</sup>The TOGAF Standard, Version 9.2 - Architecture Vision <sup>2</sup>The TOGAF Standard, Version 9.2 - Business Scenarios <sup>3</sup>[The TOGAF Standard, Version 9.2 - Stakeholder Management] <sup>4</sup>[The TOGAF Standard, Version 9.2 - Architecture Definition Document]

### NEW QUESTION 2

Please read this scenario prior to answering the question

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

services.

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

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

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

Refer to the scenario

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

- A. The Enterprise Architects should evaluate the organization's readiness to undergo change
- B. This will allow the risks associated with the transformations to be identified, classified, and mitigated for
- C. This should include identifying dependencies between the set of changes, including gaps and work packages
- D. It will also identify improvement actions to be worked into the Implementation and Migration Plan
- E. The business value, effort, and risk associated for each transformation should be determined.
- F. The Enterprise Architects should bring together information about potential approaches and produce several alternative target transition architecture
- G. They should then investigate the different architecture alternatives and discuss these with stakeholders using the Architecture Alternatives and Trade-offs technique
- H. Once the target architecture has been selected, it should be analyzed using a state evolution table to determine the Transition Architecture
- I. A value realization process should then be established to ensure that the concerns raised are addressed.
- J. Establishing interoperability in alignment with the corporate operating model will ensure risks are minimized
- K. The Enterprise Architects should apply an interoperability analysis to evaluate any potential issues across the architecture
- L. This should include the development of a matrix showing the interoperability requirements
- M. These can then be included within the transformation strategy embedded in the target transition architecture
- N. The Enterprise Architects should then finalize the Architecture Roadmap and the Implementation and Migration Plan.
- O. Before preparing the detailed Implementation and Migration plan, the Enterprise Architects should review and consolidate the gap analysis results from Phases B to This will identify the transformations required to achieve the proposed Target Architecture
- P. The Enterprise Architects should then assess the readiness of the organization to undergo change and determine an overall direction to address and mitigate risks identified
- Q. The Transition Architecture should then be planned to use a state evolution table.

**Answer: A**

**Explanation:**

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

Architectures1 References: 1: The TOGAF Standard, Version 9.2, Part III: ADM Guidelines and Techniques Chapter 27: Business Transformation Readiness Assessment

**NEW QUESTION 3**

Please read this scenario prior to answering the question

You are working as the Chief Enterprise Architect within a law firm specializing in personal injury cases.

Many of the firm's competitors have improved their litigation strategies, and efficiency by streamlining their processes using Artificial Intelligence (AI).

The CIO has approved a Request for Architecture Work to examine the use of Machine Learning in defining a new AI-driven litigation and finance process for the firm. This process would instruct the lawyers and analysts as to what tasks and portfolio they should work on. The key objectives are to increase task profitability, maximize staff utilization, and increase individual profitability.

The CIO has emphasized that the architecture should enable the fast implementation of continuous Machine Learning. The solution will need to be constantly measured for delivered value and be quickly iterated to success.

Some of the partners have expressed concerns about letting the AI make the decisions, others about the risks associated with use of it for the type of service they deliver. The CIO wants to know if these concerns can be addressed, and how risks will be covered by a new architecture enabling AI and Machine Learning.

Refer to the scenario

You have been asked to respond to the CIO recommending an approach that would enable the development of an architecture that addresses the concerns of the CIO and the concerns of the partners.

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

- A. You recommend that a Communications Plan be created to address the key stakeholders, the most powerful and influential partner
- B. This plan should include a report that summarizes the key features of the architecture reflecting their requirements
- C. You will check with each key stakeholder that their concerns are being addressed
- D. Risk mitigation and agility will be explicitly addressed as a component of the architecture being developed.
- E. You recommend that an analysis of the stakeholders is undertaken resulting in documenting the stakeholders and their concerns in a Stakeholder Map
- F. The concerns and relevant views should then be defined for each group and recorded in the Architecture Vision document
- G. The requirements will include risk mitigation through regular assessment
- H. This will also allow a supervised agile implementation of the continuous Machine Learning.
- I. You recommend that all possible models be created for each candidate architecture that will enable the AI and Machine Learning solution
- J. This ensures that all the necessary data and detail is addressed
- K. A formal review should be held with the stakeholders to verify that their concerns have been properly addressed by the model
- L. Agility will be considered during Phase G Implementation Governance.
- M. You recommend creation of a set of business models that can be applied uniformly across all architecture projects
- N. The stakeholders will be trained to understand the business models to ensure they can see that their concerns are being addressed
- O. Risk will be addressed once the Security Architecture is developed, which will happen later to avoid slowing down the agility required by the CIO.

**Answer: B**

**Explanation:**

A Stakeholder Map is a technique that can be used to identify and classify the stakeholders of the architecture work, and to document their key interests, requirements, and concerns. A stakeholder is any person, group, or organization that has a stake in the outcome of the architecture work, such as the sponsor, the client, the users, the suppliers, the regulators, or the competitors. A Stakeholder Map can help to understand the needs and expectations of the stakeholders, and to communicate and engage with them effectively<sup>1</sup>

The steps for creating a Stakeholder Map are:

- Identify the stakeholders of the architecture work, using various sources and methods, such as interviews, surveys, workshops, or existing documents.
- Classify the stakeholders according to their roles, responsibilities, and relationships, using various criteria and dimensions, such as power, influence, interest, attitude, or impact.
- Define the concerns and relevant views for each stakeholder group, using various techniques, such as business scenarios, use cases, or value propositions. A concern is a key interest or issue that is relevant to the stakeholder, such as a goal, a problem, a need, or a risk. A view is a representation of the system of interest from the perspective of one or more stakeholders and their concerns.

Record the stakeholders and their concerns in a Stakeholder Map, which shows the mapping between the stakeholder groups, the concerns, and the views. The Stakeholder Map also shows the dependencies, assumptions, and issues related to each stakeholder and concern.

Therefore, the best answer is B, because it recommends the approach that would enable the development of an architecture that addresses the concerns of the CIO and the partners, using the Stakeholder Map technique. The answer covers the following aspects:

- An analysis of the stakeholders is undertaken, which involves identifying, classifying, and defining the stakeholders and their concerns.
- The stakeholders and their concerns are documented in a Stakeholder Map, which provides a clear and comprehensive picture of the stakeholder landscape and their interests.
- The concerns and relevant views are recorded in the Architecture Vision document, which is the output of Phase A: Architecture Vision of the Architecture Development Method (ADM), which is the core process of the TOGAF standard that guides the development and management of the enterprise architecture. The Architecture Vision defines the scope and approach of the architecture work, and establishes the business goals and drivers that motivate the architecture work. The Architecture Vision also involves obtaining the approval and commitment of the sponsors and other key stakeholders, and initiating the Architecture Governance process<sup>2</sup>
- The requirements include risk mitigation through regular assessments, which involves identifying, analyzing, and evaluating the risks that may affect the architecture, and determining the appropriate measures or actions to prevent, reduce, or mitigate the risks. Risk mitigation can also involve monitoring and reviewing the risk situation, and communicating and reporting the risk status and actions<sup>3</sup>
- This approach also allows a supervised agile implementation of the continuous Machine Learning, which involves applying agile principles and practices to the architecture development and implementation, such as iterative and incremental delivery, frequent feedback, collaboration, and adaptation. A supervised agile implementation can help to ensure the quality, value, and alignment of the architecture, and to respond to the changing needs and expectations of the stakeholders.

References: 1: The TOGAF Standard, Version 9.2, Part III: ADM Guidelines and Techniques, Chapter 24:

Stakeholder Management 2: The TOGAF Standard, Version 9.2, Part II: Architecture Development Method (ADM), Chapter 18: Phase A: Architecture Vision 3:

The TOGAF Standard, Version 9.2, Part III: ADM Guidelines and Techniques, Chapter 32: Risk Management : The TOGAF Standard, Version 9.2, Part III: ADM Guidelines and Techniques, Chapter 29: Applying Iteration to the ADM

**NEW QUESTION 4**

Please read this scenario prior to answering the question

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

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

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

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

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

Refer to the scenario

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

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

- A. You recommend that the Solution Building Blocks from a Consolidated Gaps, Solutions and Dependencies Matrix be grouped into a set of work package
- B. Using the matrix as a planning tool, regroup the work packages to account for dependencie
- C. Sequence the work packages into the Capability Increments needed to achieve the Target Architecture, so that the implementation team can schedule the rollout one region at a time to minimize disruptio
- D. Document the work packages for the Enterprise Architecture using a Transition Architecture State Evolution Table.
- E. You recommend that a Consolidated Gap
- F. Solutions and Dependencies Matrix is used as a planning tool for creating work package
- G. For each gap classify whether the solution is either a new development, purchased solution, or based on an existing produc
- H. Group the similar solutions together to define the work package
- I. Regroup the work packages into a set of Capability Increments to transition to the Target Architecture considering the schedule for clinical trials, and document in an Architecture Definition Increments Table.
- J. You recommend that an Implementation Factor Catalog is drawn up to indicate actions and constraints.A Consolidated Gap
- K. Solutions and Dependencies Matrix should also be create
- L. For each ga
- M. identify a proposed solution and classify it as new development, purchased solution, or based on an existing produc
- N. Group similar activities together to form work package
- O. Identify dependencies between work packages factoring in the clinical trial schedule
- P. Regroup the work packages into a set of Capability Increments scheduled into a series of Transition Architectures.
- Q. You recommend that the set of required Solution Building Blocks be determined by identifying those which need to be developed and which need to be procure
- R. Eliminate any duplicate
- S. Group the remaining Solution Building Blocks together to create the work packages using a CRUD (create, read, update, delete) matri
- T. Rank the work packages and select the most cost-effective options for inclusion in a series of Transition Architecture
- . Schedule the roll out of the work packages to be sequential across the geographic regions.

**Answer: B**

**Explanation:**

A Consolidated Gaps, Solutions and Dependencies Matrix is a technique that can be used to create work packages for an incremental rollout of the architecture. A work package is a set of actions or tasks that are required to implement a specific part of the architecture. A work package can be associated with one or more Architecture Building Blocks (ABBs) or Solution Building Blocks (SBBs), which are reusable components of business, IT, or architectural capability. A work package can also be associated with one or more Capability Increments, which are defined, discrete portions of the overall capability that deliver business value. A Capability Increment can be realized by one or more Transition Architectures, which are intermediate states of the architecture that enable the transition from the Baseline Architecture to the Target Architecture<sup>123</sup>

The steps for creating work packages using this technique are:

- For each gap between the Baseline Architecture and the Target Architecture, identify a proposed solution and classify it as new development, purchased solution, or based on an existing product. A gap is a difference or deficiency in the current state of the architecture that needs to be addressed by the future state of the architecture. A solution is a way of resolving a gap by implementing one or more ABBs or SBBs.
- Group similar solutions together to define the work packages. Similar solutions are those that have common characteristics, such as functionality, technology, vendor, or location.
- Identify dependencies between work packages, such as logical, temporal, or resource dependencies.

Dependencies indicate the order or priority of the work packages, and the constraints or risks that may affect their implementation.

- Regroup the work packages into a set of Capability Increments to transition to the Target Architecture.

Capability Increments should be defined based on the business value, effort, and risk associated with each work package, and the schedule and objectives of the clinical trials. Capability Increments should also be aligned with the Architecture Vision and the Architecture Principles.

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

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

References: 1: The TOGAF Standard, Version 9.2, Part III: ADM Guidelines and Techniques, Chapter 30: Gap Analysis 2: The TOGAF Standard, Version 9.2, Part IV: Architecture Content Framework, Chapter 36: Building Blocks 3: The TOGAF Standard, Version 9.2, Part III: ADM Guidelines and Techniques, Chapter 31 Architecture Change Management : The TOGAF Standard, Version 9.2, Part II: Architecture Development Method (ADM), Chapter 23: Phase E: Opportunities and Solutions : The TOGAF Standard, Version 9.2, Part II: Architecture Development Method (ADM), Chapter 21: Phase F: Migration Planning : The TOGAF Standard, Version 9.2, Part II: Architecture Development Method (ADM), Chapter 18: Phase A: Architecture Vision : The TOGAF Standard, Version 9.2, Part III: ADM Guidelines and Techniques, Chapter 23: Architecture Principles

**NEW QUESTION 10**

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