OGEA-103^{Q&As}

TOGAF Enterprise Architecture Combined Part 1 and Part 2

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QUESTION 1

What provides context for architecture work, by describing the needs and ways of working employed by the enterprise?

A. Architecture Contracts

B. Business principles business goals, and business drivers

C. Strategy and vision

D. Stakeholder needs

Correct Answer: B

Explanation: Business principles business goals, and business drivers provide context for architecture work, by describing the needs and ways of working employed by the enterprise. They define what the enterprise wants to achieve, how it wants to operate, and what factors influence its decisions and actions. Reference: The TOGAF Standard | The Open Group Website, Section 3.2 Preliminary Phase.

QUESTION 2

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

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

Correct 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. References:

eliverable: Architecture Requirements Specification - The Open Group rchitecture Requirements Specification - Visual Paradigm Community Circle he TOGAF Standard, Version 9.2 - Definitions - The Open Group he TOGAF Standard,

Version 9.2 - Architecture Requirements Specification - The Open Group

QUESTION 3

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

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

Correct 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 requirements3

QUESTION 4

Please read this scenario prior to answering the question

Your role is consultant to the Lead Architect within a multinational company that manufactures electronic components. The company has several manufacturing divisions located worldwide and a complex supply chain. After a recent study, senior management have stated a concern about business efficiency considering the company\\'s multiple data centers and duplication of applications.

The company has a mature Enterprise Architecture (EA) practice and uses the TOGAF architecture development method in its EA practice. In addition to the EA program, the company has several management frameworks in use, including

business planning, project/portfolio management, and operations management. The EA program is sponsored by the CIO.

A strategic architecture has been defined to improve the ability to meet customer demand and improve management of the supply chain. The strategic architecture includes the consolidation of multiple Enterprise Resource Planning (ERP)

applications that have been operating independently in the divisions\\' production facilities.

Each division has completed the Architecture Definition documentation to meet its own specific manufacturing requirements. The enterprise architects have defined a set of work packages that address the gaps identified. They have identified

the value produced, effort required, and dependencies between work packages to reach a farget architecture that would integrate a new ERP environment into the company.

Because of the risks posed by change from the current environment, the architects have recommended that a phased approach occurs to implement the target architecture with several transition states. The overall implementation process is

estimated to take several years.

Refer to the scenario

You have been asked what the next steps are for the migration planning.

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

A. You conduct a series of Compliance Assessments to ensure that the architecture is being implemented according to the contract. The Compliance Assessment should verify that the implementation team is using the proper development methodology. It should include deployment of monitoring tools and ensure that performance targets are being met. If they are not met, then you would identify changes to performance requirements and update those in the Implementation and Migration Plan.

B. You place the Architecture Definition Document under configuration control. This will ensure that the architecture remains relevant and responsive to the needs of the enterprise. You would identify the development resources to undertake the projects. You would then produce an Implementation Governance Model to manage the lessons learned prior to finalizing the plan. You recommend that lessons learned be applied as changes to the architecture without review.

C. You estimate the business value for each project by applying the Business Value Assessment Technique to prioritize the implementation projects and project increments. The assessment should focus on return on investment and performance evaluation criteria that can be used to monitor the progress of the architecture transformation. You would confirm and plan a series of Transition Architecture phases using an Architecture Definition Increments Table that lists the projects.

D. You assess how the Implementation and Migration plan impacts the other frameworks in use in the organization. Minimally, you ensure that the plan is coordinated with the business planning, project/portfolio management and operations management frameworks. You would then assign a business value to each work package, considering available resources and strategic fit. You then use the work packages to identify projects that will be in the Implementation and Migration Plan

Correct Answer: C

Explanation: The Business Value Assessment Technique is a technique that can be used to estimate and compare the business value of the projects and project increments that implement the architecture work packages, which are the sets

of actions or tasks that are required to implement a specific part of the architecture. The business value is the measure of the benefits or advantages that the project or project increment delivers to the business, such as increased revenue,

reduced costs, improved quality, or enhanced customer satisfaction1

The steps for applying the Business Value Assessment Technique are:

Identify the criteria and factors that are relevant to the business value assessment, such as costs, benefits, risks, and opportunities. The criteria and factors should be aligned with the business goals and drivers that motivate the architecture

work, and the stakeholder requirements and concerns that influence the architecture work.

Assign weights and scores to the criteria and factors, using various methods, such as expert judgment, historical data, or analytical models. The weights and scores should reflect the importance and performance of the criteria and factors,

and the trade-offs and preferences of the stakeholders.

Calculate the business value for each project or project increment, using various techniques, such as net present value, return on investment, or balanced scorecard. The business value should indicate the expected or actual outcomes and

impacts of the project or project increment on the business. Prioritize the implementation projects and project increments, based on the business value and other considerations, such as dependencies, resources, or risks. The prioritization

should determine the order or sequence of the projects and project increments, and the allocation and utilization of the resources. Therefore, the best answer is C, because it describes the next steps for the migration planning, which are the

activities that support the transition from the Baseline Architecture to the Target Architecture. The answer covers the Business Value Assessment Technique, which is relevant to the scenario.

References: 1: The TOGAF Standard, Version 9.2, Part III: ADM Guidelines and Techniques, Chapter 28: Business Value Assessment Technique : 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 II: Architecture Development Method (ADM), Chapter 21: Phase F: Migration Planning : The TOGAF Standard, Version 9.2, Part IV: Architecture Content Framework, Chapter 36:

Building Blocks

QUESTION 5

Refer to the table below:

Phase	Output & Outcome	Essential Knowledge
?	Sufficient documentation to get permission to proceed. Permission to proceed to develop a Target Architecture to prove out a summary target.	The scope of the problem being addressed. Those who have interests that are fundamental to the problem being addressed. (Stakeholders & Concerns) What summary answer to the problem is acceptable to the stakeholders? Stakeholder priority and preference. What value does the summary answer provide?

Which ADM Phase does this describe?

A. Phase A

B. Phase B

C. Preliminary Phase

D. Phase C

Correct Answer: A