



The-Open-Group

Exam Questions OGEA-103

TOGAF Enterprise Architecture Combined Part 1 and Part 2 Exam

About ExamBible

Your Partner of IT Exam

Found in 1998

ExamBible is a company specialized on providing high quality IT exam practice study materials, especially Cisco CCNA, CCDA, CCNP, CCIE, Checkpoint CCSE, CompTIA A+, Network+ certification practice exams and so on. We guarantee that the candidates will not only pass any IT exam at the first attempt but also get profound understanding about the certificates they have got. There are so many alike companies in this industry, however, ExamBible has its unique advantages that other companies could not achieve.

Our Advances

* 99.9% Uptime

All examinations will be up to date.

* 24/7 Quality Support

We will provide service round the clock.

* 100% Pass Rate

Our guarantee that you will pass the exam.

* Unique Gurantee

If you do not pass the exam at the first time, we will not only arrange FULL REFUND for you, but also provide you another exam of your claim, ABSOLUTELY FREE!

NEW QUESTION 1

- (Topic 1)

Which ADM phase focuses on defining the problem to be solved, identifying the stakeholders, their concerns, and requirements?

- A. Phase
- B. Preliminary Phase
- C. Phase
- D. Phase A

Answer: D

Explanation:

Phase A: Architecture Vision is the first phase of the Architecture Development Method (ADM) cycle, which is the core of the TOGAF standard. The main purpose of this phase is to define the scope and approach of the architecture development, and to create the Architecture Vision, which is a high-level description of the desired outcomes and benefits of the proposed architecture. To achieve this purpose, this phase focuses on defining the problem to be solved, identifying the stakeholders, their concerns, and requirements, and establishing the business goals and drivers that motivate the architecture work. This phase also involves obtaining the approval and commitment of the sponsors and other key stakeholders, and initiating the Architecture Governance process. References: : The TOGAF Standard, Version 9.2, Part II: Architecture Development Method (ADM), Chapter 5: Introduction to the ADM : 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 18.3: Inputs : The TOGAF Standard, Version 9.2, Part II: Architecture Development Method (ADM), Chapter 18.4: Steps

NEW QUESTION 2

- (Topic 1)

Complete the following sentence. In the ADM documents which are under development and have not undergone any formal review and approval process are _____.

- A. Called ???draft???
- B. Invalid
- C. In between phases
- D. Known as ???Version 0.1???

Answer: A

Explanation:

In the ADM documents which are under development and have not undergone any formal review and approval process are called ??draft??. This indicates that they are subject to change and refinement as the architecture development progresses.

Reference: The TOGAF® Standard | The Open Group Website, Section 4.2.5 Architecture Deliverables.

NEW QUESTION 3

- (Topic 1)

Which statement best describes iteration and the ADM?

- A. The ADM is iterative within the first cycle and then between phases
- B. The level of detail is defined once and applies to all iterations
- C. The ADM is sequential Iteration is applied within phases
- D. The ADM is iterative, over the whole process between phases and within phases

Answer: D

Explanation:

This statement best describes iteration and the ADM. The ADM is iterative over the whole process between phases and within phases because it allows for feedback loops and refinements at any point in the architecture development and transition process. Iteration enables architects to address changing requirements, assumptions, constraints, and environments; to validate and improve architectures; to manage risks and issues; and to ensure stakeholder satisfaction and value realization. Reference: The TOGAF® Standard | The Open Group Website, Section 3.1 Introduction to the ADM.

NEW QUESTION 4

- (Topic 1)

Which of the following best summarizes the purpose of Enterprise Architecture?

- A. Taking major improvement decisions.
- B. Guiding effective change.
- C. Controlling the bigger changes.
- D. Governing the Stakeholders.

Answer: B

Explanation:

EA applies architecture principles and practices to analyze, design, plan, and implement enterprise analysis that supports digital transformation, IT growth, and the modernization of IT2. EA also helps organizations improve the efficiency, timeliness, and reliability of business information, as well as the alignment, agility, and adaptability of the architecture to the changing needs and requirements3. Therefore, the best summary of the purpose of EA is to guide effective change.

References: 1: Enterprise architecture - Wikipedia 2: What is enterprise architecture? A framework for transformation 3: 3 The Purpose of Enterprise Architecture - The Open Group

NEW QUESTION 5

- (Topic 1)

What is defined as the effect of uncertainty on objectives?

- A. Vulnerability
- B. Risk
- C. Continuity
- D. Threat

Answer: B

Explanation:

Risk is defined as the effect of uncertainty on objectives, according to the ISO 31000 standard, which provides principles and guidelines for risk management¹. Risk can be positive or negative, depending on whether the uncertainty affects the achievement or the failure of the objectives. Risk can also be expressed in terms of likelihood and impact, which indicate the probability and the consequence of the risk occurrence. Risk management is the coordinated activities to direct and control an organization with regard to risk. Risk management is an integral part of the TOGAF standard, as it helps to identify, assess, and treat the risks that may affect the architecture development and implementation². References: 1: ISO 31000:2018, Risk management — Guidelines, Clause 3.1 2: The TOGAF Standard, Version 9.2, Part III: ADM Guidelines and Techniques, Chapter 32: Risk Management

NEW QUESTION 6

- (Topic 1)

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

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 architecture^{1,2}. 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:

- 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

NEW QUESTION 7

- (Topic 1)

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

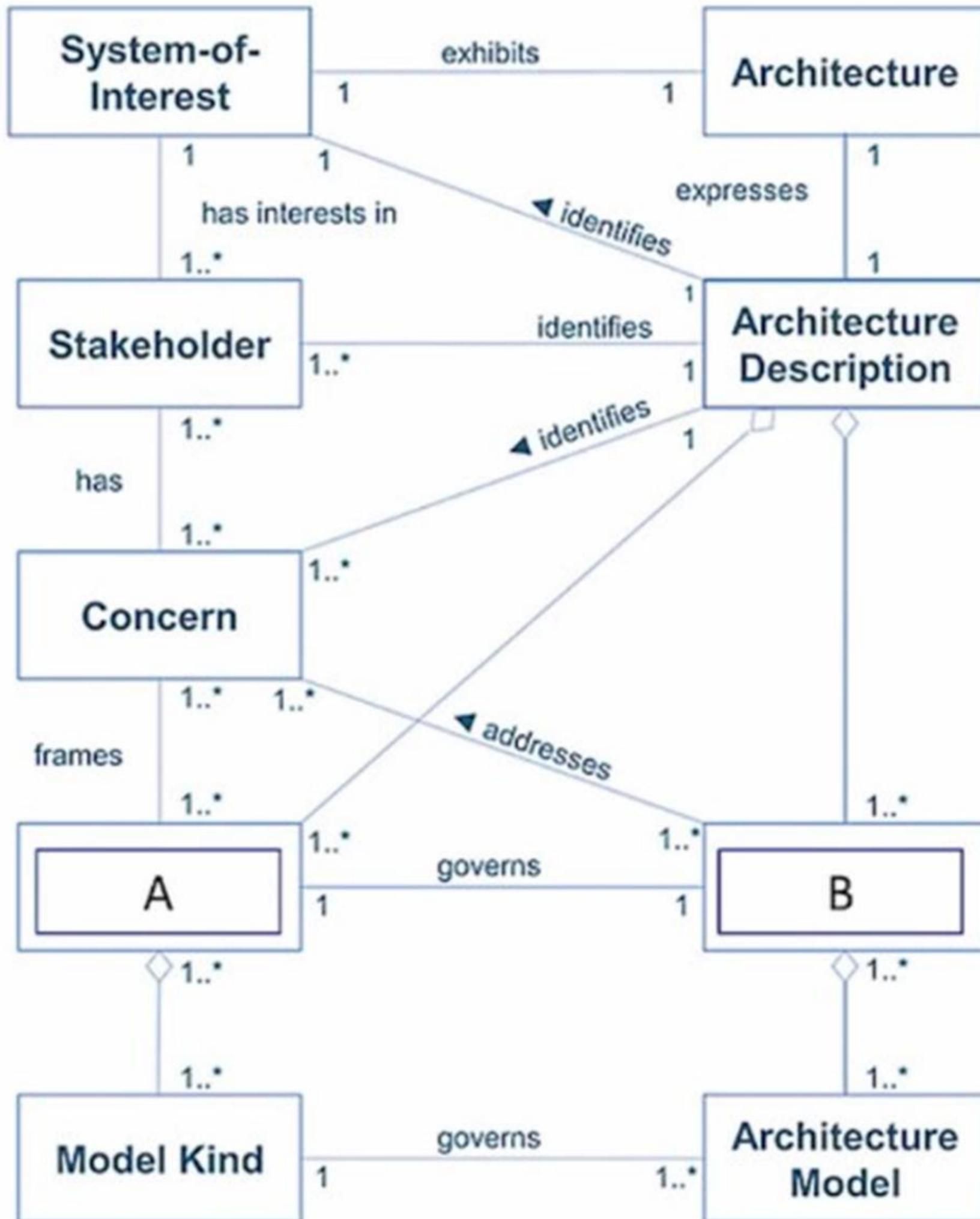
Answer: B

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.

NEW QUESTION 8

- (Topic 1)



Consider the image showing basic architectural concepts. What are items A and B?

- A. A-Architecture Viewpoint, B-Architecture View
- B. A-Architecture Board, B-Architecture Capability
- C. A-Candidate Architecture, B-Trade-off
- D. A-Requiremen
- E. B-Candidate Architecture

Answer: A

Explanation:

? The image shows a diagram that illustrates the basic concepts of architecture description as defined by the ISO/IEC/IEEE 42010:2011 standard¹, which is also adopted by the TOGAF standard².

? According to the ISO/IEC/IEEE 42010:2011 standard, an architecture description is a work product used to express an architecture, and it consists of one or more architecture views¹.

? An architecture view is a representation of a system from the perspective of a related set of concerns, and it conforms to an architecture viewpoint¹.

? An architecture viewpoint is a specification of the conventions for constructing and using an architecture view to address specific stakeholder concerns¹.

? Therefore, the correct answer is option A, which identifies the items labeled as ??A?? and ??B?? in the image as an architecture viewpoint and an architecture view, respectively. References:

? 1: ISO/IEC/IEEE 42010:2011 - Systems and software engineering — Architecture description1

? 2: TOGAF Standard, Version 9.2 - Part IV: Architecture Content Framework -31. Architectural Artifacts2

NEW QUESTION 9

- (Topic 1)

Complete the sentence The Architecture Landscape is divided into levels known as _____.

- A. Gaps Plateaus, and Target Architectures
- B. Baselin
- C. Transition and To Be Architectures
- D. Segment Strategic and Capability Architectures
- E. Transitional Complete and incremental Architectures

Answer: C

Explanation:

The Architecture Landscape is divided into levels known as Segment Strategic and Capability Architectures. These levels correspond to different scopes and purposes of architectures within an enterprise. Segment Architectures are architectures that address specific business units, functions, or processes within an enterprise. Strategic Architectures are architectures that provide a high-level view of the enterprise??s vision, goals, and direction. Capability Architectures are architectures that address specific business capabilities or services that span multiple segments or domains. Reference: The TOGAF® Standard | The Open Group Website, Section 2.4 Architecture Repository.

NEW QUESTION 10

- (Topic 1)

Consider the following statement:

Separate projects may operate their own ADM cycles concurrently, with relationships between the different projects
What does it illustrate?

- 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.

NEW QUESTION 10

- (Topic 1)

Consider the following statement:

According to the TOGAF Standard a governed approach of a particular deliverable will ensure a system of continuous monitoring to check integrity changes decision-making and audit of all architecture-related activities
Which deliverable is being referred to?

- A. An Architecture Contract
- B. The Architecture Definition Document
- C. The Architecture Vision
- D. The Statement of Architecture Work

Answer: A

Explanation:

An Architecture Contract is a deliverable that specifies the responsibilities and obligations of the parties involved in the implementation and governance of an architecture. It ensures a system of continuous monitoring to check integrity changes decision-making and audit of all architecture-related activities. Reference: The TOGAF® Standard | The Open Group Website, Section 3.3.4 Architecture Contracts.

NEW QUESTION 11

- (Topic 1)

What should be put in place through organization structures, roles, responsibilities, skills and processes to carry out architectural activity effectively?

- A. An EA Capability
- B. An Enterprise Architecture
- C. An EA framework
- D. An EA repository

Answer: A

Explanation:

An EA Capability is the ability of an organization to perform enterprise architecture effectively and efficiently. It involves establishing and maintaining the appropriate organization structures, roles, responsibilities, skills, processes, tools, and governance mechanisms to support the development and use of enterprise architecture. An EA Capability enables the organization to align its business and IT strategies, deliver value from its investments, manage change and complexity, and improve its performance and agility12 References: 1: The TOGAF Standard, Version 9.2, Part VI: Architecture Capability Framework, Chapter 44: Introduction 2: The TOGAF Standard, Version 9.2, Part VI: Architecture Capability

NEW QUESTION 15

- (Topic 1)

Which of the following is the ability to develop use and sustain the architecture of a particular enterprise using architecture to govern change?

- A. An EA Capability
- B. An EA repository
- C. An EA framework
- D. An Enterprise Architecture

Answer: A

Explanation:

The ability to develop, use, and sustain the architecture of a particular enterprise using architecture to govern change is an EA Capability. An EA Capability is a set of skills, processes, roles, responsibilities, tools, and techniques that enable an enterprise to successfully develop and maintain its Enterprise Architecture and achieve its desired outcomes. An EA Capability is part of an enterprise's overall capability portfolio and should be aligned with its strategy and objectives. Reference: The TOGAF® Standard | The Open Group Website, Section 3.2 Preliminary Phase.

NEW QUESTION 20

- (Topic 1)

Which of the following is included as part of Architecture Governance?

- A. Ensuring compliance with internal and external standards and regulatory obligations
- B. Creating and maintaining the Statement of Architecture Work through out the ADM cycle
- C. Managing Stakeholders and their requirements
- D. Interacting with the CxO level on Enterprise Architecture

Answer: A

Explanation:

Ensuring compliance with internal and external standards and regulatory obligations is one of the activities included as part of Architecture Governance. Architecture Governance is the practice and orientation by which enterprise architectures and other architectures are managed and controlled at an enterprise-wide level. It involves establishing processes, roles, responsibilities, policies, and standards to ensure that architectures are aligned with the enterprise's strategy and objectives, and meet the quality and performance requirements. Reference: The TOGAF® Standard | The Open Group Website, Section 3.3.6 Architecture Governance.

NEW QUESTION 23

- (Topic 1)

Which of the following is a responsibility of an Architecture Board?

- A. Determining the scope of an architecture compliance review
- B. Allocating resources for architecture projects
- C. Conducting assessments of the maturity level of architecture discipline within the organization
- D. Achieving consistency between sub-architectures

Answer: D

Explanation:

One of the key responsibilities of an Architecture Board within the context of TOGAF is to achieve consistency between sub-architectures. This board is typically responsible for overseeing the development and maintenance of the enterprise architecture, ensuring that it aligns with the organization's overall strategy and objectives. They play a critical role in ensuring that all sub-architectures (like Business Architecture, Data Architecture, Application Architecture, and Technology Architecture) work together cohesively and support the overall enterprise architecture vision and strategy.

NEW QUESTION 28

- (Topic 1)

Which of the following are the four purposes that typically frame the planning horizon, depth and breadth of an Architecture Project, and the contents of the EA Repository?

- A. General Foundational Subordinate and Superior Architecture
- B. Segment, Capability
- C. Enterprise and End-to-end Target Architecture
- D. Avant-Garde Big-Bang, Discreet and Cohesive
- E. Strategy Portfolio Project Solution Delivery

Answer: D

Explanation:

Strategy Portfolio Project Solution Delivery are the four purposes that typically frame the planning horizon, depth and breadth of an Architecture Project, and the contents of the EA Repository. They correspond to different levels of abstraction and granularity in the architecture development process. Reference: The TOGAF® Standard, Version 9.2 - The Open Group, Section 2.4 Architecture Repository.

NEW QUESTION 32

- (Topic 1)

What are the four dimensions used to scope an architecture?

- A. Business Data Application Technology
- B. Strategy Segment Capability Budget

- C. Breadth Depth Time Period Architecture Domains
- D. Strategy Portfolio Project Solution Delivery

Answer: C

Explanation:

- ? The four dimensions used to scope an architecture are Breadth, Depth, Time Period, and Architecture Domains¹, p. 8.
- ? Breadth refers to the extent of the enterprise covered by the architecture, which can range from a specific business unit to the entire organization¹, p. 8.
- ? Depth refers to the level of detail and completeness of the architecture, which can vary depending on the purpose, scope, and stakeholders of the architecture¹, p. 8.
- ? Time Period refers to the temporal aspects of the architecture, such as the current state, the target state, and the transition plan¹, p. 8.
- ? Architecture Domains refers to the classification of the architecture into four domains: Business, Data, Application, and Technology¹, p. 8.
- ? These four dimensions help define the scope and boundaries of the architecture and ensure that it meets the needs and expectations of the stakeholders.

References:

- ? 1: The Open Group (2018). The TOGAF® Standard, Version 9.2. 1

NEW QUESTION 37

- (Topic 1)

What are the following activities part of?

- . Risk classification
- . Risk identification
- . Initial risk assessment

- A. Security Architecture
- B. Phase A
- C. Phase G
- D. Risk Management

Answer: D

Explanation:

Risk management is a generic technique that can be applied across all phases of the Architecture Development Method (ADM), as well as in the Preliminary Phase and the Requirements Management Phase². Risk management involves the following steps¹:

- Risk identification: This step involves identifying the potential risks that may affect the architecture project, such as technical, business, organizational, environmental, or legal risks. The risks can be identified through various sources, such as stakeholder interviews, workshops, surveys, checklists, historical data, or expert judgment.

- Risk classification: This step involves categorizing the risks based on their nature, source, impact, and priority. The risks can be classified according to different criteria, such as time, cost, scope, quality, security, or compliance. The classification helps in prioritizing the risks and allocating resources and efforts to address them effectively.

- Initial risk assessment: This step involves assessing the likelihood and impact of each risk, and determining the initial level of risk. The likelihood is the probability of the risk occurring, and the impact is the severity of the consequences if the risk occurs. The initial level of risk is the product of the likelihood and impact, and it indicates the urgency and importance of

the risk. The initial risk assessment helps in identifying the most critical risks that need immediate attention and mitigation.

References: 1: The TOGAF Standard, Version 9.2 - Risk Management 2: TOGAF ADM: Top 10 techniques – Part 9: Risk Management

NEW QUESTION 42

- (Topic 1)

Complete the sentence The purpose of the Preliminary Phase is to _____.

- A. describe the target architecture
- B. define the enterprise strategy
- C. identify the stakeholders and their requirements
- D. architect an Enterprise Architecture Capability

Answer: D

Explanation:

The purpose of the Preliminary Phase is to architect an Enterprise Architecture Capability that meets the needs and expectations of the enterprise^{??s} stakeholders and supports and enables subsequent phases of architecture development and transition. This phase involves defining the scope, principles, framework, and governance for the Enterprise Architecture Capability. Reference: The TOGAF® Standard | The Open Group Website, Section 3.2 Preliminary Phase.

NEW QUESTION 43

- (Topic 1)

The _____ ensures that a project transitioning into implementation also smoothly transitions into appropriate Architecture Governance.

- A. Migration Plan
- B. Transition Plan
- C. Implementation Governance Model
- D. Implementation Strategy

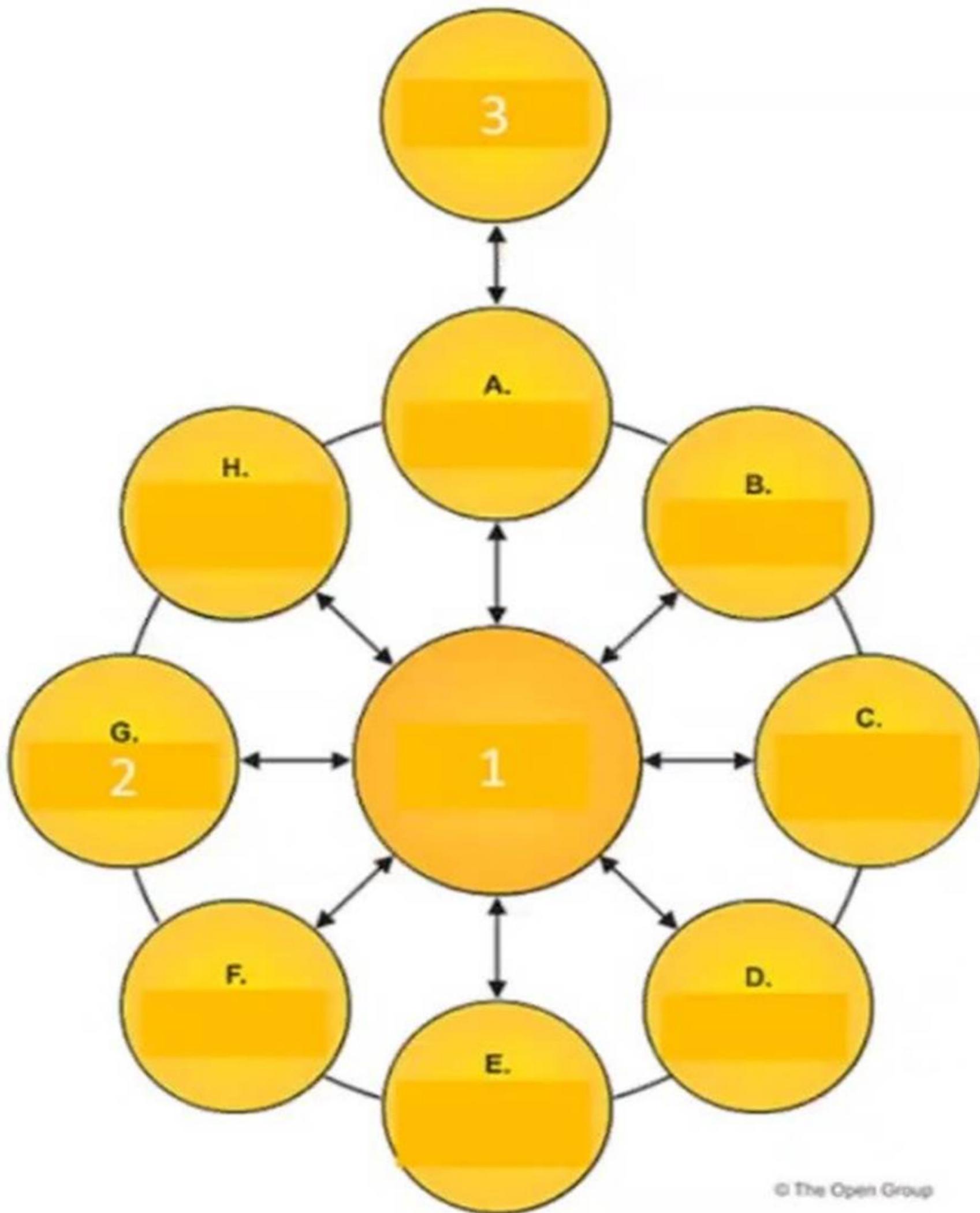
Answer: C

Explanation:

The Implementation Governance Model is a framework that defines the roles, responsibilities, processes, and standards for governing the implementation of the target architecture. It ensures that a project transitioning into implementation also smoothly transitions into appropriate Architecture Governance, which is the practice of ensuring compliance with the enterprise architecture and its principles, standards, and goals. The Implementation Governance Model is part of the Implementation and Migration Plan, which is the output of Phase F: Migration Planning of the Architecture Development Method (ADM)¹² References: 1: The TOGAF Standard, Version 9.2, Part II: Architecture Development Method (ADM), Chapter 21: Phase F: Migration Planning 2: The TOGAF Standard, Version 9.2, Part VI: Architecture Capability Framework, Chapter 50: Architecture Governance

NEW QUESTION 48

- (Topic 1)
 Exhibit



Consider the illustration showing an architecture development cycle Which description matches the phase of the ADM labeled as item 2?

- A. Conducts implementation planning for the architecture defined in previous phases
- B. Establishes procedures for managing change to the new architecture
- C. Operates the process of managing architecture requirements
- D. Provides architectural oversight for the implementation

Answer: D

Explanation:

Based on the illustration, the phase of the ADM labeled as item 2 is the Implementation Governance phase. This phase provides architectural oversight for the implementation. It ensures that the implementation project conforms to the architecture. It also provides a framework for monitoring and managing the implementation.

The Implementation Governance phase involves the following activities:

- ? Finalizing the Architecture Roadmap and the supporting Implementation and Migration Plan
- ? Assigning an Architecture Board to oversee the implementation
- ? Establishing Architecture Contracts with the implementation partners
- ? Reviewing and approving the implementation project plans and deliverables
- ? Performing Architecture Compliance reviews to ensure alignment with the architecture
- ? Performing Architecture Audit reviews to ensure quality and performance of the architecture
- ? Resolving any architecture issues or change requests that arise during the implementation
- ? Maintaining the architecture lifecycle and ensuring its continuity

The Implementation Governance phase is essential for ensuring that the architecture is realized as intended and that it delivers the expected business value and outcomes. References: : Implementation Governance

NEW QUESTION 52

- (Topic 1)

Consider the following statements:

- * 1. Each contracted party is required to act responsibly to the organization and its stakeholders.
- * 2. All decisions taken, processes used, and their implementation will not be allowed to create unfair advantage to any one particular party.
- * 3. Digital Transformation and operations will be more effective and efficient.
- * 4. Strategic decision-making by C-Level executives and business leaders will be more effective.

Which statements highlight the value and necessity for Architecture Governance to be adopted within organizations?

- A. 1 & 2
- B. 2 & 3
- C. 3 & 4
- D. 1 & 4

Answer: A

Explanation:

Architecture governance is the practice of ensuring compliance with the enterprise architecture and its principles, standards, and goals. Architecture governance provides the means to establish, monitor, and control the architecture development and implementation processes, and to resolve any issues or conflicts that may arise. Architecture governance also ensures that all stakeholders are represented and involved in the decision-making process, and that their interests and concerns are balanced and aligned. Statements 1 and 2 highlight the value and necessity for architecture governance to be adopted within organizations, as they emphasize the importance of responsibility, accountability, fairness, and transparency in the architectural activities. Statements 3 and 4 are more related to the benefits and outcomes of having a good enterprise architecture, rather than the governance aspect. References: : The TOGAF Standard, Version 9.2, Part VI: Architecture Capability Framework, Chapter 50: Architecture Governance : The TOGAF Standard, Version 9.2, Part III: ADM Guidelines and Techniques, Chapter 29: Architecture Governance

NEW QUESTION 55

- (Topic 1)

What are the following activities part of?

- Initial risk assessment
- Risk mitigation and residual risk assessment
- Risk monitoring

- A. Risk Management
- B. Phase A
- C. Security Architecture
- D. Phase C

Answer: A

Explanation:

The following activities are part of Risk Management:

- ? Initial risk assessment
- ? Risk mitigation and residual risk assessment
- ? Risk monitoring

Risk Management is the process of identifying, assessing, and responding to risks that may affect the achievement of the enterprise's objectives. Risk Management involves balancing positive and negative outcomes resulting from the realization of either opportunities or threats. Reference: The TOGAF® Standard | The Open Group Website, Section 3.3.3 Risk Management.

NEW QUESTION 60

- (Topic 2)

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 dependence
- 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 disruption
- 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 product
- 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
- K. A Consolidated Gap
- L. Solutions and Dependencies Matrix should also be created
- M. For each gap
- N. identify a proposed solution and classify it as new development, purchased solution, or based on an existing product
- O. Group similar activities together to form work package
- P. Identify dependencies between work packages factoring in the clinical trial schedule
- Q. Regroup the work packages into a set of Capability Increments scheduled into a series of Transition Architectures.
- R. 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 procured
- S. Eliminate any duplicates
- T. Group the remaining Solution Building Blocks together to create the work packages using a CRUD (create, read, update, delete) matrix
- . Rank the work packages and select the most cost-effective options for inclusion in a series of Transition Architectures
- . 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 Architecture¹²³

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 65

- (Topic 2)

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 effectively¹

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 process²
 - ? 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 actions³
 - ? 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 67

.....

Relate Links

100% Pass Your OGEA-103 Exam with ExamBible Prep Materials

<https://www.exambible.com/OGEA-103-exam/>

Contact us

We are proud of our high-quality customer service, which serves you around the clock 24/7.

Viste - <https://www.exambible.com/>