



# OGEA-103<sup>Q&As</sup>

TOGAF Enterprise Architecture Combined Part 1 and Part 2

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**QUESTION 1**

What is presented as "striking a balance between positive and negative outcomes resulting from the realization of either opportunities or threats?"

- A. Agile development
- B. Architecture Security
- C. Transition Management
- D. Risk Management

Correct Answer: D

Explanation: 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.

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**QUESTION 2**

What component of the Architecture Repository represents architecture requirements agreed with the Architecture Board?

- A. Reference Library
- B. Architecture Capability
- C. Architecture Requirements Repository
- D. Governance Log

Correct Answer: C

Explanation: The Architecture Requirements Repository stores all the requirements that are output of the architecture development cycle, as well as the requirements that are input to the architecture development cycle<sup>1</sup>. The Architecture Requirements Repository includes the following types of requirements<sup>1</sup>: Stakeholder Requirements: These are the high-level requirements and expectations of the stakeholders, derived from the business drivers, goals, and objectives. They are captured and refined in the Architecture Vision phase and the Requirements Management phase. Architecture Requirements: These are the detailed requirements that specify what the architecture must do or deliver to meet the stakeholder requirements. They are derived and refined in the Business, Information Systems, and Technology Architecture phases. Implementation and Migration Requirements: These are the detailed requirements that specify what the implementation and migration projects must do or deliver to realize the architecture. They are derived and refined in the Opportunities and Solutions and Migration Planning phases. The Architecture Requirements Repository is used to manage the architecture requirements throughout the architecture lifecycle, ensuring their traceability, consistency, and compliance<sup>1</sup>. The Architecture Board is the authority that reviews and approves the architecture requirements, as well as the architecture deliverables and artifacts, as part of the architecture governance process<sup>2</sup>. References: 1: Architecture Requirements Repository 2: Architecture Board

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**QUESTION 3**



Which of the following does the TOGAF standard describe as a package of functionality defined to meet business needs across an organization?

- A. An application
- B. A solution architecture
- C. A building block
- D. A deliverable

Correct Answer: C

<https://pubs.opengroup.org/architecture/togaf8-doc/arch/chap32.html>

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#### QUESTION 4

Which of the following does the TOGAF standard define as the representation of a related set of concerns?

- A. Matrix
- B. Diagram
- C. Architecture view
- D. Catalog

Correct Answer: C

C is correct rest of the options are artifacts concerns are interests and the architecture view is all about the representation of stakeholder concerns

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#### QUESTION 5

Consider the following ADM phases objectives.

Objective:

1. Develop the Target Data Architecture that enables the Business Architecture and the Architecture Vision
2. Develop the Target Business Architecture that describes how the enterprise needs to operate to achieve the business goals
3. Develop a high-level aspirational vision of the capabilities and business value to be delivered as a result of the proposed Enterprise Architecture
4. Identify candidate Architecture Roadmap components based upon gaps between the Baseline and Target Technology Architectures

Which phase does each objective match?

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



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

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

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

Correct Answer: C

Phase A: Architecture Vision oDevelop a high-level aspirational vision of the capabilities and business value to be delivered as a result of the proposed Enterprise Architecture oDefine the scope and boundaries of the architecture engagement oldentify the key stakeholders and their concerns and expectations oDefine the Architecture Vision statement and the Architecture Definition Document oObtain approval and commitment from the sponsors and stakeholders Phase B: Business Architecture oDevelop the Target Business Architecture that describes how the enterprise needs to operate to achieve the business goals oDefine the Baseline Business Architecture, if not available oPerform a gap analysis between the Baseline and Target Business Architectures oDefine candidate roadmap components for the Business Architecture oResolve impacts across the Architecture Landscape

Phase C: Information Systems Architecture oDevelop the Target Data Architecture that enables the Business Architecture and the Architecture Vision oDevelop the Target Application Architecture that supports the Business Architecture and the Architecture Vision oDefine the Baseline Data and Application Architectures, if not available oPerform a gap analysis between the Baseline and Target Data and Application Architectures oDefine candidate roadmap components for the Information Systems Architecture oResolve impacts across the Architecture Landscape

Phase D: Technology Architecture oDevelop the Target Technology Architecture that enables the Information Systems Architecture and the Architecture Vision oDefine the Baseline Technology Architecture, if not available oPerform a gap analysis between the Baseline and Target Technology Architectures oldentify candidate Architecture Roadmap components based upon gaps between the Baseline and Target Technology Architectures oResolve impacts across the Architecture Landscape Therefore, the correct matching of the objectives and the phases is:

C: Develop the Target Data Architecture that enables the Business Architecture and the Architecture Vision

B: Develop the Target Business Architecture that describes how the enterprise needs to operate to achieve the business goals

A: Develop a high-level aspirational vision of the capabilities and business value to be delivered as a result of the proposed Enterprise Architecture

D: Identify candidate Architecture Roadmap components based upon gaps between the Baseline and Target Technology Architectures References: 1: The TOGAF Architecture Development Method

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## QUESTION 6

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

A. Gaps Plateaus, and Target Architectures

B. Baseline. Transition and To Be Architectures

C. Segment Strategic and Capability Architectures

D. Transitional Complete and incremental Architectures

Correct 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.

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#### QUESTION 7

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

Correct 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.

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#### QUESTION 8

Which of the following best describes the TOGAF Architecture Development Method?

- A. A process for managing architecture requirements
- B. A classification mechanism for architectures and solutions
- C. A process for managing and controlling change at an enterprise-wide level
- D. A method for developing an organization-specific enterprise architecture

Correct Answer: D

[https://pubs.opengroup.org/togaf-standard/introduction/chap04.html#tag\\_04\\_11](https://pubs.opengroup.org/togaf-standard/introduction/chap04.html#tag_04_11)

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#### QUESTION 9

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.

Correct 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

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#### QUESTION 10

When considering the scope of an architecture, what dimension considers to what level of detail the architecting effort should go?

- A. Project
- B. Breadth
- C. Depth
- D. Architecture Domains

Correct Answer: C

Explanation: The scope of an architecture is the extent and level of detail of the architecture work. The scope of an architecture can be defined along four dimensions:

project, breadth, depth, and architecture domains. The project dimension considers the boundaries and objectives of the architecture project, such as the time frame, budget, resources, and deliverables. The breadth dimension considers the

coverage and completeness of the architecture across the enterprise, such as the organizational units, business functions, processes, and locations. The depth dimension considers the level of detail and specificity of the architecture, such as

the granularity, abstraction, and precision of the architectural elements and relationships. The architecture domains dimension considers the aspects or segments of the architecture, such as the business, data, application, and technology

domains.

Therefore, the depth dimension is the one that considers to what level of detail the architecting effort should go.

References: : The TOGAF Standard, Version 9.2, Part III: ADM Guidelines and Techniques, Chapter 25: Architecture Scope : The TOGAF Standard, Version 9.2, Part III:

ADM Guidelines and Techniques, Chapter 25.2: Scope Dimensions : The TOGAF Standard, Version 9.2, Part III: ADM Guidelines and Techniques, Chapter 25.2.1: Project, Breadth, Depth, and Architecture Domains

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#### QUESTION 11

Complete the sentence When considering agile development Architecture to Support Project will identify what products



the Enterprise needs the boundary of the products and what constraints a product owner has. this defines the Enterprise's\_\_\_\_\_.

- A. operations
- B. backlog
- C. workflow management
- D. lifecycle economics

Correct Answer: B

Explanation: When considering agile development, Architecture to Support Project will identify what products the enterprise needs, the boundary of the products, and what constraints a product owner has. This defines the enterprise's backlog. A backlog is a list of features or tasks that need to be done to deliver a product or service. It is prioritized by the product owner based on the value and urgency of each item. Reference: The TOGAF Standard | The Open Group Website, Section 3.3.5 Architecture to Support Project.

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## QUESTION 12

Please read this scenario prior to answering the question

Your role is that of a senior architect, reporting to the Chief Enterprise Architect, at a medium-sized company with 400 employees. The nature of the business is such that the data and the information stored on the company systems is their major asset and is highly confidential.

The company employees travel extensively for work and must communicate over public infrastructure using message encryption, VPNs, and other standard safeguards. The company has invested in cybersecurity awareness training for all its staff. However, it is recognized that even with good education as well as system security, there is a dependency on third-party suppliers of infrastructure and software.

The company uses the TOGAF standard as the method and guiding framework for its Enterprise Architecture (EA) practice. The CTO is the sponsor of the activity.

The Chief Security Officer (CSO) has noted an increase in ransomware (malicious software used in ransom demands) attacks on companies with a similar profile. The CSO recognizes that no matter how much is spent on education, and support, it is likely just a matter of time before the company suffers a significant attack that could completely lock them out of their information assets.

A risk assessment has been done and the company has sought cyber insurance that includes ransomware coverage. The quotation for this insurance is hugely expensive. The CTO has recently read a survey that stated that one in four organizations paying ransoms were still unable to recover their data, while nearly as many were able to recover the data without paying a ransom. The CTO has concluded that taking out cyber insurance in case they need to pay a ransom is not an option.

Refer to the scenario

You have been asked to describe the steps you would take to improve the resilience of the current architecture?

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

A. You would determine business continuity requirements, and undertake a gap analysis of the current Enterprise Architecture. You would make recommendations for change requirements to address the situation and create a change request. You would manage a meeting of the Architecture Board to assess and approve the change request. Once





approved you would produce a new Request for Architecture Work to activate an ADM cycle to carry out a project to define the change.

B. You would monitor for technology changes from your existing suppliers that could improve resilience. You would prepare and run a disaster recovery planning exercise for a ransomware attack and analyze the performance of the current Enterprise Architecture. Using the findings, you would prepare a gap analysis of the current Enterprise Architecture. You would prepare change requests to address identified gaps. You would add the changes implemented to the Architecture Repository.

C. You would ensure that the company has in place up-to-date processes for managing change to the current Enterprise Architecture. Based on the scope of the concerns raised you recommend that this be managed at the infrastructure level. Changes should be made to the baseline description of the Technology Architecture. The changes should be approved by the Architecture Board and implemented by change management techniques.

D. You would request an Architecture Compliance Review with the scope to examine the company's resilience to ransomware attacks. You would identify the departments involved and have them nominate representatives. You would then tailor checklists to address the requirement for increased resilience. You would circulate to the nominated representatives for them to complete. You would then review the completed checklists, identifying and resolving issues. You would then determine and present your recommendations.

Correct Answer: A

Explanation: Business continuity is the ability of an organization to maintain essential functions during and after a disaster or disruption. Business continuity requirements are the specifications and criteria that define the acceptable level of performance and availability of the business processes and services in the event of a disaster or disruption. A gap analysis is a technique that compares the current state of the architecture with the desired state, and identifies the gaps or differences that need to be addressed. A change request is a formal proposal for an amendment to some product or system, such as the architecture. A Request for Architecture Work is a document that describes the scope, approach, and expected outcomes of an architecture project. The best answer is A, because it describes the steps that would improve the resilience of the current architecture, which is the ability to withstand and recover from a ransomware attack or any other disruption. The steps are: Determine the business continuity requirements, which specify the minimum acceptable level of performance and availability of the business processes and services in case of a ransomware attack. This would involve identifying the critical business functions, the recovery time objectives, the recovery point objectives, and the dependencies and resources needed for recovery. Undertake a gap analysis of the current Enterprise Architecture, which compares the current state of the architecture with the desired state based on the business continuity requirements. This would involve assessing the strengths and weaknesses of the current architecture, the risks and opportunities for improvement, and the gaps or differences that need to be addressed. Make recommendations for change requirements to address the situation and create a change request. This would involve proposing solutions and alternatives to close the gaps, enhance the resilience, and mitigate the risks of the current architecture. The change request would document the rationale, scope, impact, and benefits of the proposed changes, and seek approval from the relevant stakeholders. Manage a meeting of the Architecture Board to assess and approve the change request. The Architecture Board is a governance body that oversees the architecture work and ensures compliance with the architecture principles, standards, and goals. The meeting would involve presenting the change request, discussing the pros and cons, resolving any issues or conflicts, and obtaining the approval or rejection of the change request. Once approved, produce a new Request for Architecture Work to activate an ADM cycle to carry out a project to define the change. The Request for Architecture Work would describe the scope, approach, and expected outcomes of the architecture project that would implement the approved change request. The Request for Architecture Work would initiate a new cycle 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. References: 1: The TOGAF Standard, Version 9.2, Part III: ADM Guidelines and Techniques, Chapter 33: Business Scenarios 2: The TOGAF Standard, Version 9.2, Part III: ADM Guidelines and Techniques, Chapter 30: Gap Analysis 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 7: Request for Architecture Work : The TOGAF Standard, Version 9.2, Part III: ADM Guidelines and Techniques, Chapter 34: Business Transformation Readiness Assessment : The TOGAF Standard, Version 9.2, Part III: ADM Guidelines and Techniques,





Chapter 30: Gap Analysis : The TOGAF Standard, Version 9.2, Part III: ADM Guidelines and Techniques, Chapter 31: Architecture Change Management : The TOGAF Standard, Version 9.2, Part VI: Architecture Capability Framework, Chapter 50: Architecture Governance : The TOGAF Standard, Version 9.2, Part II: Architecture Development Method (ADM), Chapter 7: Request for Architecture Work

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### QUESTION 13

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?

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. 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.

C. 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.

D. 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.

Correct Answer: D

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#### QUESTION 14

Which section of the TOGAF template for Architecture Principles should describe the relationship to other principles?

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

Correct Answer: D

Explanation: The implications section of the TOGAF template for Architecture Principles should describe the relationship to other principles. Implications are statements that describe how a principle will impact other principles, as well as other aspects of the enterprise such as business processes, organizational structures, roles and responsibilities, standards, etc. Implications help to identify potential conflicts or synergies among principles and to assess their feasibility and applicability. Reference: The TOGAF Standard | The Open Group Website, Section 3.3.7 Architecture Principles.

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#### QUESTION 15

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

- A. Phase E and F
- B. Phase A
- C. Phase G
- D. Phase F

Correct Answer: C

It should be G. Implementation Governance is where the actions resulting from a transformation readiness assessment are typically addressed. This phase focuses on ensuring that the implementation of the architecture proceeds in a



controlled and managed manner. It involves monitoring, controlling, and managing changes to the architecture as it is implemented, including addressing any issues or risks identified through readiness assessments.

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