

## OGEA-101 Dumps

### TOGAF Enterprise Architecture Part 1 Exam (English)

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**NEW QUESTION 1**

Which of the following best describes a purpose of the Gap Analysis technique?

- A. To validate non-functional requirements
- B. To establish quality metrics for the architecture
- C. To determine service levels for the architecture
- D. To identify missing functions

**Answer: D**

**Explanation:**

Gap analysis is a technique that is used to validate an architecture by highlighting the shortfall between the Baseline Architecture and the Target Architecture. One of the purposes of gap analysis is to identify missing functions that are either deliberately omitted, accidentally left out, or not yet defined in the Target Architecture. Missing functions are marked as gaps that need to be filled by developing or procuring the building blocks.

**NEW QUESTION 2**

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 management<sup>1</sup> 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 implementation<sup>2</sup> 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 3**

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

**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.

**NEW QUESTION 4**

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

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

**Answer: B**

**Explanation:**

According to the TOGAF template for Architecture Principles, the Rationale section should describe the relationship to other principles, as well as the business benefits and the intentions of adhering to the principle. The Rationale section should use business terminology and point to the similarity of information and technology principles to the principles governing business operations. The Rationale section should also explain how the principle supports the achievement of the business objectives and key architecture drivers. References:

? Architecture Principles Template

? The TOGAF Standard, Version 9.2 - Architecture Principles

? The Open Group Exam OGEA-103 Topic 1 Question 4 Discussion

**NEW QUESTION 5**

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 6**

Which section of the TOGAF template for Architecture Principles should highlight the requirements for carrying out the principle?

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

**Answer: D**

**Explanation:**

The Implications section describes the impact of adhering to the principle on the organization, the processes, the information systems, and the technology23. It also identifies the changes, costs, and risks that may result from applying the principle23. The Implications section helps to communicate the benefits and consequences of the principle to the stakeholders and to guide the implementation and governance of the architecture23. The other sections of the TOGAF template for Architecture Principles are1:

- Name: This section provides a short and memorable name for the principle that represents its essence and purpose23. The name should not mention any specific technology or solution23.
- Statement: This section provides a concise and formal definition of the principle that expresses the fundamental rule or constraint that the principle imposes23. The statement should be clear, unambiguous, and testable23.
- Rationale: This section provides the reasoning and justification for the principle, explaining why it is important and how it supports the business goals and drivers23. The rationale should also link the principle to the higher-level enterprise or IT principles that it elaborates on23.

References: 2: The TOGAF Standard, Version 9.2 - Architecture Principles 3: TOGAF 8.1.1 Online - Architecture Principles 1: Architecture Principles Template

**NEW QUESTION 7**

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

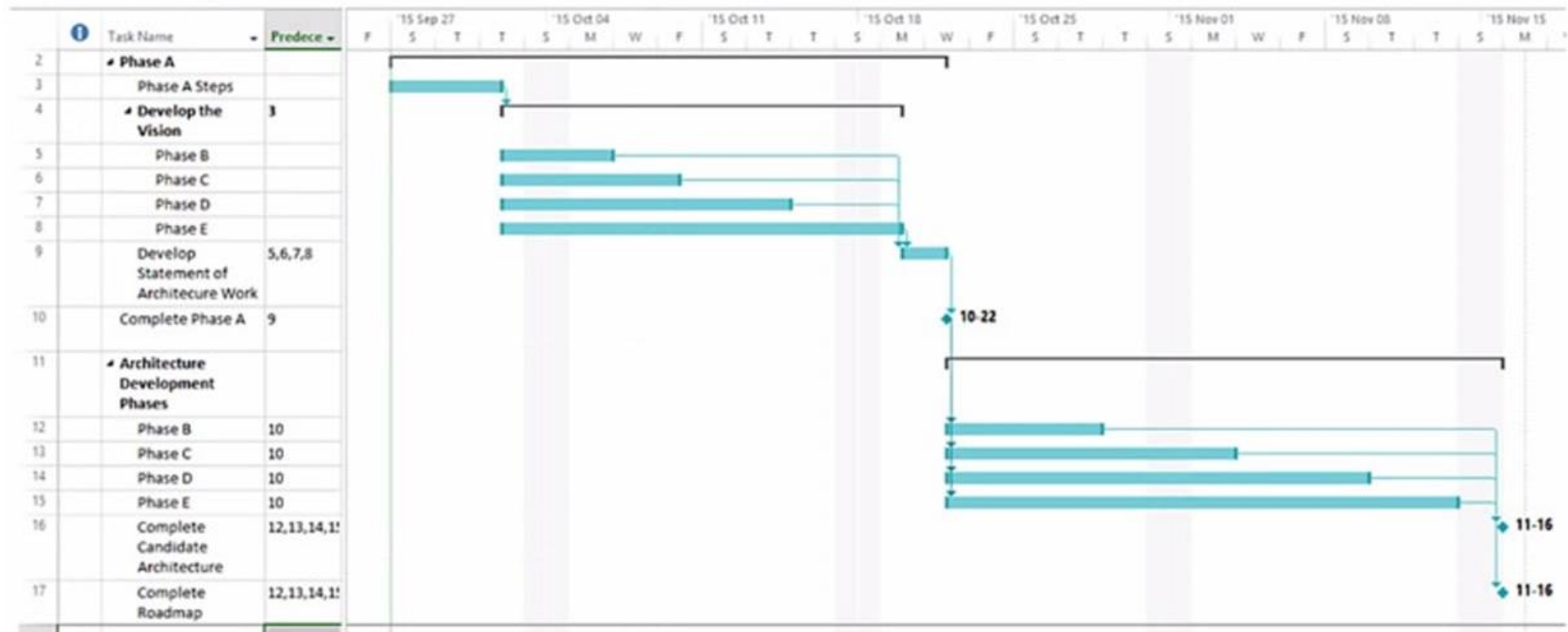
**Answer: A**

**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 8**

Consider the following chart:



Which important concept for Enterprise Architecture Practitioners does it illustrate?

- A. Enterprise Architects must use Gantt charts to communicate with Stakeholders.
- B. An Enterprise Architecture must be developed in phases with a limited fixed duration.
- C. ADM phases must be run in a sequenced approach to produce the Architecture.
- D. ADM phases must be run simultaneously until the relevant information has been produced.

**Answer:** C

**Explanation:**

The chart shown is a Gantt chart, which is commonly used for project management to illustrate a project schedule. In the context of TOGAF (The Open Group Architecture Framework), which is a framework for enterprise architecture, this Gantt chart is demonstrating the sequenced approach to the Architecture Development Method (ADM). The ADM is the core process of TOGAF which provides a tested and repeatable process for developing architectures. The ADM is described as being iterative, over the whole process, between phases, and within phases. For each iteration of the ADM, a fresh decision must be taken about each of the parameters (scope, granularity, time period, and architecture assets).

The ADM consists of a number of phases that have to be followed in sequence:

- ? Preliminary Phase: Framework and principles
- ? Phase A: Architecture Vision
- ? Phase B: Business Architecture
- ? Phase C: Information Systems Architectures, including Data and Application Architectures
- ? Phase D: Technology Architecture
- ? Phase E: Opportunities and Solutions
- ? Phase F: Migration Planning
- ? Phase G: Implementation Governance
- ? Phase H: Architecture Change Management
- ? Requirements Management

Each phase is dependent on the outputs of the previous phase and the Requirements Management phase runs throughout. The Gantt chart clearly shows the dependency and sequence in which these phases occur, implying that a structured approach is followed to produce the enterprise architecture.

References:

- ? The TOGAF Standard, Version 9.2, a standard of The Open Group
- ? The TOGAF documentation available at <https://publications.opengroup.org/standards/architecture> and <https://publications.opengroup.org/guides/architecture>

**NEW QUESTION 9**

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 10**

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 10**

Consider the following ADM phases objectives.

Objective

- 1- Determine whether an incremental approach is required, and if so identify Transition Architectures that will deliver continuous business value
  - 2- Generate the initial complete version of the Architecture Roadmap, based upon the gap analysis and candidate Architecture Roadmap components from Phases B, C, and D
  - 3- Finalize the Architecture Roadmap and the supporting Implementation and Migration Plan
  - 4- Ensure that the business value and cost of work packages and Transition Architectures is understood by key stakeholders
- Which phase does each objective match?

- A. 1E-2F-3E-4F
- B. 1G-2E-3F-4F
- C. 1E-2E-3F-4F
- D. 1F-2E-3F-4G

**Answer:** B



**Explanation:**

According to the TOGAF standard, the objectives of each ADM phase are as follows1:

**•Phase E: Opportunities and Solutions**

oDetermine whether an incremental approach is required, and if so identify Transition Architectures that will deliver continuous business value

oIdentify and group major work packages within the Architecture Roadmap

oIdentify and group major implementation projects to realize the Architecture Roadmap oIdentify dependencies between increments and projects

oEstimate cost, benefit, and risk at a high level for each increment and project oConduct initial prioritization and sequencing of the Architecture Roadmap and projects

**•Phase F: Migration Planning**

oGenerate the initial complete version of the Architecture Roadmap, based upon the gap analysis and candidate Architecture Roadmap components from Phases B, C, and D oConfirm the Transition Architectures with relevant stakeholders

oCreate the Implementation and Migration Plan, including Transition Architectures, work packages, projects, and other activities

oConfirm and agree the Architecture Roadmap and Implementation and Migration Plan with relevant stakeholders

**•Phase G: Implementation Governance**

oFinalize the Architecture Roadmap and the supporting Implementation and Migration Plan oEnsure conformance with the Target Architecture by implementation projects

oPerform appropriate Architecture Governance functions for the solution and any implementation-driven architecture Change Requests

oEnsure that the architecture lifecycle is maintained

oEnsure that the Architecture Governance Framework is executed

**•Phase H: Architecture Change Management**

oEnsure that the business value and cost of work packages and Transition Architectures is understood by key stakeholders

oManage risks and issues related to the Architecture Roadmap and Implementation and Migration Plan

oMonitor the implementation projects and Transition Architectures oManage changes to the architecture baseline

oManage changes to the Architecture Capability

Therefore, the correct matching of the objectives and the phases is:

•1G: Determine whether an incremental approach is required, and if so identify Transition Architectures that will deliver continuous business value

•2E: Generate the initial complete version of the Architecture Roadmap, based upon the gap analysis and candidate Architecture Roadmap components from Phases B, C, and D

•3F: Finalize the Architecture Roadmap and the supporting Implementation and Migration Plan

•4F: Ensure that the business value and cost of work packages and Transition Architectures is understood by key stakeholders

References: 1: The TOGAF Architecture Development Method

**NEW QUESTION 14**

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

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

**Answer:** A

**Explanation:**

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

**NEW QUESTION 17**

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 Framework, Chapter 45: Establishing and Maintaining an Enterprise Architecture Capability

**NEW QUESTION 19**

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

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

**Answer:** B

**Explanation:**

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

**NEW QUESTION 23**

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<sup>12</sup>. 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 architecture<sup>3</sup>. It typically forms a major component of an implementation contract or contract for more detailed Architecture Definition<sup>4</sup>. 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 27**

Which statement about Requirements Management is most correct?

- A. The purpose of Requirements Management is to process change requests
- B. Stakeholder requirements are captured once in Phase A and managed throughout the ADM cycle
- C. Requirements Management is a step of all ADM Phases
- D. Requirements Management and stakeholder engagement are placed at the center of architecture development

**Answer: D**

**Explanation:**

This statement about Requirements Management is most correct because it reflects the central role of Requirements Management and stakeholder engagement in the ADM cycle. Requirements Management is not a step of all ADM Phases, but rather an ongoing process that ensures that all relevant requirements are elicited, analyzed, prioritized, and addressed throughout the architecture development and transition. Stakeholder engagement is also a continuous activity that involves identifying, communicating, and managing stakeholder expectations and concerns. Reference: The TOGAF® Standard | The Open Group Website, Section 3.1 Introduction to the ADM.

**NEW QUESTION 30**

What is the purpose of the Preliminary Phase?

- A. Developing an Enterprise Architecture Capability.
- B. Describing the target architecture.
- C. Defining the Enterprise Strategy.
- D. Identifying the stakeholders and their requirements.

**Answer: A**

**Explanation:**

An Enterprise Architecture Capability is the ability of the organization to perform effective and efficient architecture work, including the definition, governance, and management of its architectures<sup>2</sup>. The Preliminary Phase involves the following activities<sup>1</sup>:

- Reviewing the organizational context, scope, and drivers for conducting Enterprise Architecture
- Establishing the Architecture Capability desired by the organization, including the maturity level, roles, responsibilities, processes, and tools
- Defining and establishing the Organizational Model for Enterprise Architecture, which describes how the architecture function is organized and integrated within the enterprise
- Defining and establishing the Architecture Governance framework, which provides the mechanisms for ensuring the quality, consistency, and compliance of the architecture work
- Selecting and implementing the tools that support the Architecture Capability, such as repositories, modeling tools, and communication tools
- Defining the Architecture Principles that will guide and constrain the architecture work, based on the business principles, goals, and drivers of the organization
- Defining the Organization-Specific Architecture Framework, which is an adaptation of the generic TOGAF ADM to suit the specific requirements, standards, and practices of the organization

The Preliminary Phase is essential for preparing the organization for the successful development and implementation of its architectures, as well as for ensuring the alignment of the architecture work with the business strategy and objectives<sup>1</sup>.

References: 1: Preliminary Phase 2: Enterprise Architecture Capability

**NEW QUESTION 32**

Which of the following statements about architecture partitioning are correct\*?

- 1 Partitions are used to simplify the management of the Enterprise Architecture
- 2 Partitions are equivalent to architecture levels
- 3 Partitions enable different teams to work on different element of the architecture at the same time.
- 4 Partitions reflect the organization's structure

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

**Answer:** B

**Explanation:**

Statements 1 and 3 about architecture partitioning are correct. Architecture partitioning is the technique of dividing an architecture into smaller and more manageable parts that can be developed, maintained, and governed independently. Partitions are used to simplify the management of the Enterprise Architecture and to enable different teams to work on different elements of the architecture at the same time. Partitions are not equivalent to architecture levels, which are different degrees of abstraction or detail in an architecture. Partitions do not necessarily reflect the organization's structure, which may change over time or differ from the architecture's scope and boundaries. Reference: The TOGAF® Standard | The Open Group Website, Section 2.5 Architecture Partitioning.

**NEW QUESTION 37**

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)<sup>12</sup> 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 40**

Complete the sentence. Actions arising from the Business Transformation Readiness Assessment technique should be incorporated in the

- A. Architecture Requirements Specification
- B. Architecture Roadmap
- C. Implementation Governance Model
- D. Implementation and Migration Plan

**Answer:** D

**Explanation:**

The Business Transformation Readiness Assessment technique is 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. These actions should be incorporated in the Implementation and Migration Plan, which is the detailed plan to transition from the Baseline Architecture to the Target Architecture. The Implementation and Migration Plan also includes the Transition Architectures, the Architecture Building Blocks, the Work Packages, the Implementation Governance Model, and the Architecture Contract<sup>12</sup> References: 1: The TOGAF Standard, Version 9.2, Part III: ADM Guidelines and Techniques, Chapter 27: Business Transformation Readiness Assessment 2: The TOGAF Standard, Version 9.2, Part II: Architecture Development Method (ADM), Chapter 21: Phase F: Migration Planning

**NEW QUESTION 43**

Which of the following is included as part of Architecture Governance<sup>1</sup>?

- 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

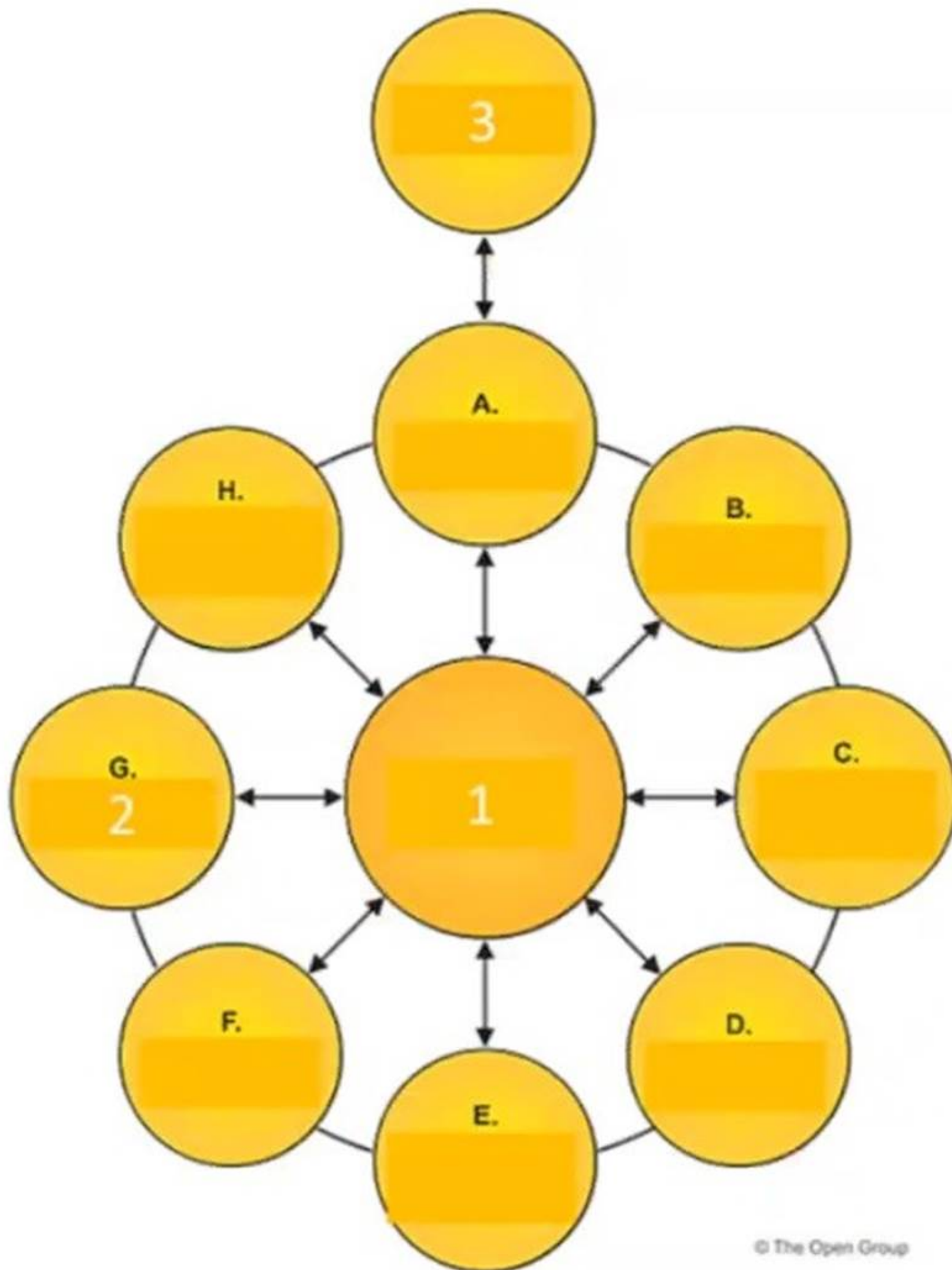
**Explanation:**

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 44**

Exhibit





Consider the illustration showing an architecture development cycle Which description matches the phase of the ADM labeled as item 1?

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

**Answer: C**

**Explanation:**

? The illustration shows an architecture development cycle based on the TOGAF ADM (Architecture Development Method), which is a method for developing and managing an enterprise architecture<sup>1</sup>.

? The ADM consists of nine phases, each with a specific purpose and output. The phases are<sup>1</sup>:

? In addition to these phases, there is a central process called Requirements

Management, which is labeled as item 1 in the illustration. This process operates throughout the ADM cycle, and its purpose is to manage the architecture requirements throughout the architecture development, ensuring that they are aligned with the business requirements and the stakeholder concerns<sup>2</sup>.

? Therefore, the description that matches the phase of the ADM labeled as item 1 is C. Operates the process of managing architecture requirements. References:

? 1: The TOGAF Standard, Version 9.2, Chapter 5: Architecture Development Method (ADM)

? 2: The TOGAF Standard, Version 9.2, Chapter 17: Requirements Management



#### NEW QUESTION 45

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

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

**Answer:** C

#### Explanation:

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

#### NEW QUESTION 50

Complete the sentence The purpose of Enterprise Architecture is to .

- A. take major improvement decisions
- B. control the bigger changes
- C. guide effective change
- D. govern the stakeholders

**Answer:** C

#### Explanation:

The purpose of Enterprise Architecture is to guide effective change by providing a coherent and consistent view of the enterprise's current and future state, as well as the roadmap and principles for achieving it. Enterprise Architecture helps to align business and IT strategies, optimize resources and investments, reduce complexity and risks, enhance agility and innovation, and deliver value to stakeholders. Reference: The TOGAF® Standard | The Open Group Website, Section 1.3 Executive Overview.

#### NEW QUESTION 53

Refer to the table below:

Phase	Output & Outcome	Essential Knowledge
?	Completion of the projects to implement the changes necessary to reach the adjusted target state.	Purpose and constraints on the implementation team. (Gap, Architecture Requirement Specification, Control) How stakeholder priority and preference adjust in response to success, value, effort, and risk of change. (Stakeholder Requirements)

Which ADM Phase does this describe?

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

**Answer:** B

#### Explanation:

The table describes the output, outcome, and essential knowledge of an ADM phase that oversees the implementation of changes necessary to reach the adjusted target state. This corresponds to Phase G, also known as Implementation Governance, which ensures that the architecture defined in earlier phases is realized, and it oversees the development and implementation of projects to align with this architecture. The essential knowledge required during this phase includes understanding constraints on the implementation team and adjusting stakeholder priority and preference in response to success, value, effort, and risk of change. References: TOGAF Version 9.1 - 1

#### NEW QUESTION 57

Consider the following descriptions of deliverables consumed and produced across the TOGAF ADM cycle.

? General rules and guidelines, intended to be enduring and seldom amended, that inform and support the way in which an organization sets about fulfilling its mission

? The joint agreements between development partners and sponsors on the deliverables, quality, and fitness-for-purpose of an architecture.  
? A document that is sent from the sponsoring organization to the architecture organization to trigger the start of an architecture development cycle  
? A set of quantitative statements that outline what an implementation project must do in order to comply with the architecture.  
Which deliverables match these descriptions?

- A. 1 Architecture Principles -2 Architecture Contracts - 3 Request for Architecture Work - 4 Architecture Requirements Specification  
B. 1 Architecture Contracts - 2 Architecture Requirements Specification - 3 Architecture Vision - 4 Architecture Principles  
C. 1 Architecture Requirements Specification -2 Architecture Principles - 3 Architecture Vision - 4 Architecture Contracts  
D. 1 Architecture Principles -2 Architecture Contracts - 3 Architecture Requirements Specification-4 Request for Architecture Work

**Answer: A**

**Explanation:**

According to the TOGAF standard, the deliverables that match the descriptions are as follows:

? 1 Architecture Principles: These are general rules and guidelines, intended to be enduring and seldom amended, that inform and support the way in which an organization sets about fulfilling its mission<sup>1</sup>. They reflect a level of consensus among the various elements of the enterprise, and form the basis for making future IT decisions<sup>1</sup>.

? 2 Architecture Contracts: These are the joint agreements between development partners and sponsors on the deliverables, quality, and fitness-for-purpose of an architecture<sup>2</sup>. They are used to ensure that the architecture is implemented and governed according to the agreed-upon specifications and standards<sup>2</sup>.

? 3 Request for Architecture Work: This is a document that is sent from the sponsoring organization to the architecture organization to trigger the start of an architecture development cycle<sup>3</sup>. It defines the scope, schedule, budget, deliverables, and stakeholders of the architecture project<sup>3</sup>.

? 4 Architecture Requirements Specification: This is a set of quantitative statements that outline what an implementation project must do in order to comply with the architecture<sup>4</sup>. It defines the requirements for each architecture domain, as well as the relationships and dependencies among them<sup>4</sup>.

References: 1: Architecture Principles 2: Architecture Contracts 3: Request for Architecture Work 4: Architecture Requirements Specification

**NEW QUESTION 62**

Which of the following best describes the class of information known as the Reference Library within the Architecture Repository?

- A. Guidelines and templates used to create new architectures  
B. Specifications to which architectures must conform  
C. A record of the governance activity across the enterprise  
D. Processes to support governance of the Architecture Repository

**Answer: A**

**Explanation:**

The class of information known as the Reference Library within the Architecture Repository contains guidelines and templates used to create new architectures. The Reference Library provides a set of resources that can be leveraged or customized for specific architecture development purposes. It includes generic building blocks, patterns, models, standards, frameworks, methods, techniques, best practices, etc. Reference: The TOGAF® Standard | The Open Group Website, Section 2.4 Architecture Repository.

**NEW QUESTION 66**

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

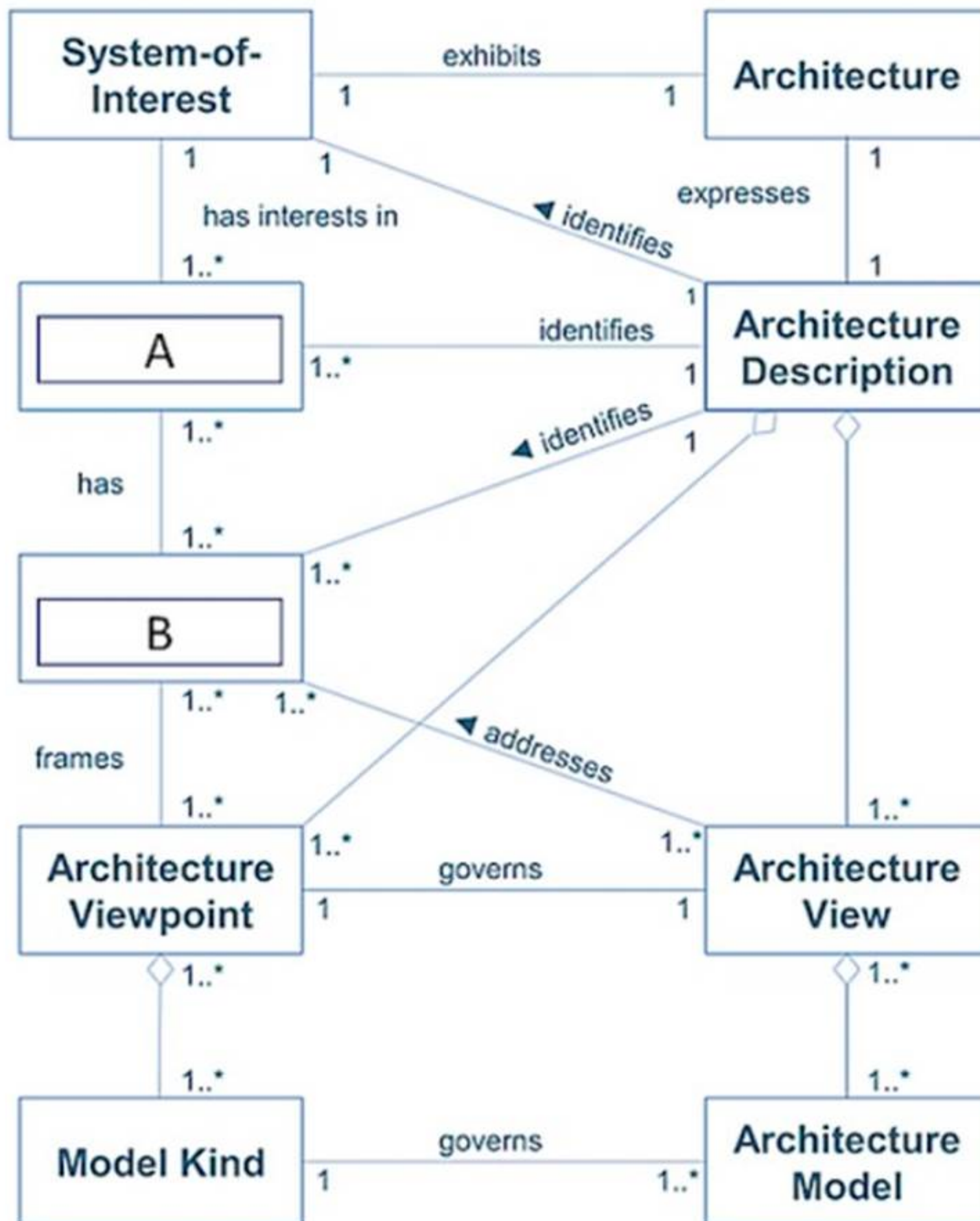
**Answer: A**

**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 70**

Exhibit:



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

- A. A-Candidate Architecture, B-Trade-off
- B. A-User, B-Requirement
- C. A-Stakeholder, B-Concern
- D. A-Base Architecture, B-Target Architecture

**Answer: C**

**Explanation:**

In the context of TOGAF, a stakeholder is any individual, team, or organization who has interests in, or concerns relative to, the outcome of the architecture. Concerns are those interests which pertain to any aspect of the system's functioning, development or operation, including considerations such as performance, reliability, and security<sup>1</sup>. References:

•The TOGAF Standard, Version 9.2 - Definitions - The Open Group

**NEW QUESTION 74**

Consider the following statements.

- \* 1. All processes, decision-making, and mechanisms used will be established so as to minimize or avoid potential conflicts of interest.
- \* 2. More effective strategic decision-making will be made by C-Level executives and business leaders.
- \* 3. All actions implemented and their decision support will be available for inspection by authorized organization and provider parties.



\* 4. Digital Transformation and operations will be more effective and efficient.

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

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

**Answer: B**

**Explanation:**

Statements 1 and 3 highlight the value and necessity for Architecture Governance to be adopted within organizations. Architecture Governance is the practice and orientation by which Enterprise Architectures and other architectures are managed and controlled at an enterprise-wide level<sup>12</sup>. It ensures that architectural decisions are aligned with the organization's strategy, objectives, and standards. Architecture Governance also involves establishing and maintaining processes, decision-making, and mechanisms to avoid or minimize potential conflicts of interest, such as between different stakeholders, business units, or projects<sup>34</sup>.

Moreover, Architecture Governance requires transparency

and accountability for all actions implemented and their decision support, so that they can be inspected and evaluated by authorized parties, such as auditors, regulators, or customers<sup>5</sup>. References:

- The TOGAF Standard, Version 9.2 - Architecture Governance - The Open Group
- Architecture Governance - The Open Group
- Tutorial: Governance in TOGAF's Architecture Development Method (ADM)
- Architecture Governance in TOGAF: Ensuring Effective Management and Compliance
- The TOGAF Standard, Version 9.2 - Definitions - The Open Group
- [Architecture Governance in TOGAF: Ensuring Alignment and Control]

**NEW QUESTION 76**

Consider the following ADM phases objectives.

	Objective
1	Ensure that the business value and cost of work packages and Transition Architectures is understood by key stakeholders
2	Ensure conformance with the Target Architecture by implementation projects
3	Ensure that the architecture development cycle is maintained
4	Ensure that the Architecture Governance Framework is executed

Which phase does each objective match?

- A. 1F-2G-3G-4H
- B. 1H-2F-3F-4G
- C. 1F-2G-3H-4H
- D. 1G-2H-3H-4F

**Answer: B**

**Explanation:**

? According to the TOGAF Standard, Version 9.2, the ADM phases and their objectives are as follows<sup>1</sup>:

? Based on the above definitions, we can match each objective with the corresponding phase as follows:

References:

? 1: The TOGAF Standard, Version 9.2, Chapter 5: Architecture Development Method (ADM)

? 2: The TOGAF Standard, Version 9.2, Chapter 21: Architecture Change Management

? 3: The TOGAF Standard, Version 9.2, Chapter 20: Migration Planning

? 4: The TOGAF Standard, Version 9.2, Chapter 19: Implementation Governance

**NEW QUESTION 77**

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

- A. risk tolerance
- B. business continuity
- C. backlog
- D. operating model

**Answer: C**

**Explanation:**

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



#### NEW QUESTION 79

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

**Answer: B**

#### Explanation:

Phase B of the ADM cycle is the Business Architecture phase. It describes the development of a Business Architecture to support an agreed Architecture Vision. The objectives of this phase are to describe the baseline and target Business Architecture, identify candidate Architecture Roadmap components based on gaps between the baseline and target, and determine whether an incremental approach is required. Reference: The TOGAF® Standard | The Open Group Website, Section 3.2.2 Phase B: Business Architecture.

#### NEW QUESTION 83

In which phase of the ADM cycle do building blocks become implementation-specific?

- A. Phase B
- B. Phase C
- C. Phase D
- D. Phase E

**Answer: D**

#### Explanation:

Building blocks are reusable components of business, IT, or architectural capability that can be combined to deliver architectures and solutions. Building blocks can be defined at various levels of detail, depending on the stage of architecture development. In the earlier phases of the ADM cycle (A to D), building blocks are defined in generic terms, such as logical or physical, to provide a high-level view of the architecture. In Phase E: Opportunities and Solutions, building blocks become implementation-specific, meaning that they are linked to specific products, standards, technologies, and vendors that are available in the market. This phase also identifies the delivery vehicles, such as projects, programs, or portfolios, that will realize the building blocks. References: 1: The TOGAF Standard, Version 9.2, Part II: Architecture Development Method (ADM), Chapter 23: Phase E: Opportunities and Solutions 2: The TOGAF Standard, Version 9.2, Part IV: Architecture Content Framework, Chapter 36: Building Blocks

#### NEW QUESTION 85

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

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

**Answer: B**

#### Explanation:

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

#### NEW QUESTION 87

Which of the following best describes purpose of the Business Scenarios?

- A. To identify risk when implementing an architecture project
- B. To identify and understand requirements
- C. To catch errors in a project architecture early
- D. To guide decision making throughout the enterprise

**Answer: B**

**Explanation:**

Business scenarios are a technique for capturing, clarifying, and communicating the functional and non-functional requirements of a system. Business scenarios describe the business environment, the actors involved, the desired outcomes, and the processes or rules that govern the behavior of the system. Business scenarios are useful for ensuring that the architecture addresses the real needs and concerns of the stakeholders, and for validating and testing the architecture against expected situations. Business scenarios are developed in Phase A: Architecture Vision of the ADM cycle, and refined and updated throughout the other phases. References: 3: The TOGAF Standard, Version 9.2, Part III: ADM Guidelines and Techniques, Chapter 26: Business Scenarios : The TOGAF Standard, Version 9.2, Part II: Architecture Development Method (ADM), Chapter 18: Phase A: Architecture Vision

**NEW QUESTION 88**

What is an objective of the ADM Implementation Governance Phase?

- A. To provide continual monitoring of the governance framework
- B. To ensure conformance for the target architecture
- C. To finalize the Implementation and Migration Plan
- D. To establish the resources for architecture governance

**Answer: B**

**Explanation:**

The objective of the ADM Implementation Governance Phase is to provide an architectural oversight of the implementation and to ensure conformance for the target architecture. This phase involves establishing procedures and processes to monitor and control the implementation projects and to verify that they comply with the defined architecture. Reference: The TOGAF® Standard | The Open Group Website, Section 3.2.7 Phase G: Implementation Governance.

**NEW QUESTION 89**

Which of the following supports the need to govern Enterprise Architecture?

- A. The Architecture Project mandates the governance of the target architecture
- B. The TOGAF standard cannot be used without executive governance
- C. Best practice governance enables the organization to control value realization
- D. The Stakeholders preferences may go beyond the architecture project scope and needs control

**Answer: C**

**Explanation:**

This statement best supports the need to govern Enterprise Architecture. Best practice governance enables the organization to control value realization by ensuring that architectures are aligned with the enterprise's strategy and objectives, meet the quality and performance requirements, and deliver the expected benefits and outcomes. The Architecture Project does not mandate the governance of the target architecture, but rather follows the governance framework established by the enterprise. The TOGAF standard can be used without executive governance, but it is recommended that executive sponsorship and support are obtained for successful architecture development and transition. The Stakeholders preferences may go beyond the architecture project scope and need control, but this is not the primary reason for governing Enterprise Architecture. Reference: The TOGAF® Standard | The Open Group Website, Section 3.3.6 Architecture Governance.

**NEW QUESTION 93**

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, Capabilit
- 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 96**

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

**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.

**NEW QUESTION 99**

Complete the sentence A business scenario describes

- A. shortfalls between the Baseline and Target Architectures
- B. business domain gaps such as cross-training requirements
- C. business and technology environment in which those problems occur
- D. general rules and guidelines for the architecture being developed

**Answer:** C

**Explanation:**

A business scenario describes business and technology environment in which those problems occur. It provides a realistic context for identifying and addressing business problems and opportunities, as well as their impact on the enterprise's architecture. Reference: The TOGAF® Standard | The Open Group Website, Section 3.3.1 Business Scenarios.

**NEW QUESTION 100**

In which part of the ADM cycle do building block gaps become associated with work packages that will address the gaps?

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

**Answer:** D

**Explanation:**

In Phase E of the ADM cycle, building block gaps become associated with work packages that will address the gaps. This phase involves creating an Implementation and Migration Plan that defines a set of work packages and Transition Architectures that will deliver the Target Architecture. Reference: The TOGAF® Standard | The Open Group Website, Section 3.2.5 Phase E: Opportunities & Solutions.

**NEW QUESTION 105**

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

**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.

**NEW QUESTION 108**

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 110**

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