BUSI3405: Enterprise Architecture
FALL 2025

Instructor	Theosophia Savides-Dupras
Email Address	Theosophiasavides@cunet.carleton.ca
Class Times	*Monday 6:05 pm - 8:55 pm*
Modality	Synchronous – In Person
Office Hours	By Appointment
Office Location	*Meetings by request via Microsoft Teams or before class in the assigned classroom (to be confirmed individually)*

Pre-Requisites & Preclusions:

Prerequisites: BUSI 1401 or 2400 (with a grade of C- or higher).

Course Description/Instructor's Statement

Carleton Calendar Description
Exploration of the significance of cross-functional business processes in the context of e-business transformation. Includes process analysis and modeling techniques. Also considers the application of enterprise resource planning systems, workflow technologies, intranets, and extranets to facilitate process flows inside and outside the organization.

Instructor's Description:
This course explores the strategic management of digital ecosystems through the lens of enterprise architecture (EA). Students will examine how organizations design, adapt, and govern complex information systems in an era of rapid technological change, including cloud-native platforms, enterprise resource planning (ERP) systems, cybersecurity frameworks, integration technologies, and emerging digital services. Emphasis is placed on leveraging architecture for agility, resilience, and value-driven transformation.

Through applied case studies and real-world assignments grounded in actual business contexts, students will critically evaluate enterprise capabilities, assess architectural decisions, and design integrated strategies that align technology with organizational goals. A practical focus will be maintained throughout, using current tools and frameworks to simulate professional practice.

Course Learning Objectives:

1. **Strategic Management of Information Systems**
   Students will explore how organizations plan and manage information systems to align with strategic goals, using technology as both an enabler and driver of business transformation.

2. **Architectural Design and Tool Use**
   Students will apply enterprise architecture frameworks and modeling techniques to design integrated solutions using contemporary tools.
3. **Communication and Stakeholder Engagement**
   Students will develop clear, compelling architectural artifacts and communicate technical strategies effectively to both business and technical audiences.
4. **Governance and Socio-Technical Systems**
   Students will assess how governance, organizational culture, and human factors influence the planning, integration, and management of enterprise systems in practice.

Required/Optional Materials & Prices

There is no required textbook for this course. Weekly readings, cases, and discussion materials will be posted on Brightspace. Selected readings are drawn from academic and practitioner sources to reflect both foundational concepts and current industry practice.

The following reference texts and frameworks are recommended for deeper understanding. Most are available online or through the Carleton Library:

Title	Author / Publisher	Notes
Enterprise Architecture as Strategy: Creating a Foundation for Business Execution	Jeanne W. Ross, Peter Weill, David Robertson – Harvard Business Review Press, 2006	Classic reference for aligning architecture with business goals.
Enterprise Architecture at Work: Modelling, Communication and Analysis	Marc Lankhorst – Springer, 4th ed., 2017	Comprehensive guide to architecture modeling using ArchiMate and practical approaches.
Mastering Non-Functional Requirements	Sameer Paradkar – Packt Publishing, 2017	A practical guide to identifying, analyzing, and managing architectural requirements that influence system design.
The TOGAF® Standard, Version 9.2 / 10	The Open Group https://www.opengroup.org/togaf	Industry-standard EA methodology and lifecycle framework.
The Zachman Framework for Enterprise Architecture	John A. Zachman https://www.zachman.com	Foundational framework for classifying architectural artifacts.
Business Motivation Model (BMM)	Object Management Group (OMG) https://www.omg.org/spec/BMM/About-BMM	Useful for understanding strategic drivers and aligning them with capabilities.

Grading Scheme

Deliverable	Weight (%)
Individual Assignment: Case Analysis & AI Reflection	10
Quizzes	20
Group Project: Transformation Roadmap	20
In-Class Activities + Micro-case Analysis	20
Final Exam	30
TOTAL	**100**

Assignments must be submitted on Brightspace prior to the start of class on the date indicated in the course schedule below. <u>Please retain a hard copy of all submitted work.</u>

Important Dates to Note

AI-Aided Case Analysis & Reflection	September 22nd
Quiz 1	September 29th
Quiz 2	November 10th
Group Project Presentation	December 5th
Final Exam	TBD

<u>University Academic Calendar:</u> https://calendar.carleton.ca/academicyear/

Policies & Accommodations

https://students.carleton.ca/course-outline/
https://carleton.ca/pmc/current-students/academic-accommodations/

Stay updated with important notifications and announcements from Carleton University, by downloading the Carleton University App!

Midterm and Final Exam

Quizzes:

Two non-cumulative quizzes will be administered, consisting of multiple-choice questions based on the lecture material.

Final Exam:

The final exam will comprise multiple-choice questions similar to those in the quizzes, along with sections requiring architecture sketching and scenario problem analysis and planning. The exam will comprehensively cover all course material.

Late Assignments:

A penalty of 5% per day will be applied to late submissions without a valid medical certificate. If you are unable to submit an assignment by the due date, please contact me at the earliest possible opportunity. Assignment extensions or revised deadlines may be granted on a case-by-case basis, subject to my discretion.

Deferred Examinations/Assignments:

If you wish to defer a **Formal Final Exam**, you – the student – must reach out to the registrar's office with the proper documentation prior to the deadline (please refer to https://carleton.ca/registrar/deferral/ for dates). Once the request has been put through, your instructor will be notified for their approval. Your final exam will be formally scheduled. If you miss the deadline for applying for a deferral, please reach out to your instructor personally to discuss.

In the event that you are unable to write a midterm, test, or other scheduled assessments due to extenuating circumstances (such as a death in the family, illness, etc.), you must provide appropriate supporting documentation to your professor. Upon review, a deferred test may be offered. Please note that students who do not provide valid documentation or fail to offer a reasonable explanation for missing an assessment will receive a grade of 0% for that test.

Final Exam:

• The final exam will be formally scheduled. If you miss the deadline for applying for a deferral, please contact me directly to discuss your options.

Deferral of Quizzes or Assignments:

• If you wish to request a deferral for a quiz or assignment, please reach out to me directly to discuss the matter.

For more information or to apply for a deferral, please visit: https://carleton.ca/registrar/deferral/

Preparation and Participation:

Students are expected to come to each class fully prepared, having completed all required readings for the week. Active participation is essential for your success in this course, as it will enhance your understanding of the material and contribute to a richer learning experience for the entire class.

Preparation: Prior to each class, students must review the assigned readings and be ready to engage in discussions, group activities, and other course components. Additionally, weekly case studies will be a focal point of our class discussions. Students are expected to be prepared to discuss their insights and interpretations. Some work related to these case studies will also be submitted for evaluation.

Participation: Participation is a key component of this course. Engaging with the weekly case studies and contributing to discussions not only deepens your understanding but also enriches the learning experience for your peers.

Course Schedule

please note that the following schedule is subject to change based on student interest and course development over the semester.

Week of	Topics	Deliverable
Week 1 – September 8	Introduction to Strategic IS and EA & Technology Foundations	
Week 2 – September 15	Digital Strategy and EA Foundations	*Discuss Projects*
Week 3 – September 22	Architecture Frameworks (TOGAF, Zachman, Agile EA)	Assignment 1 – AI Reflection & Critique
Week 4 – September 29	Architecture Development, Tools, and Communication	Quiz 1
Week 5 – October 6	Collaborative Work Session	
October 13	**THANKSGIVING**	
October 20	**FALL BREAK**	
Week 6 – October 27	Tech Layering and Infrastructure Planning	
Week 7 – November 3	Governance and Risk in EA	
Week 8 – November 10	Ethics and Digital Responsibility	Quiz 2
Week 9 – November 17	Security Architecture and Zero Trust	
Week 10 – November 24	EA/IS Failures and Anti-Patterns	
Week 11 – December 1	Assessing and Integrating Architecture	
Week 12 – December 5	Final Group Presentations / Architecture Review Board	Roadmap Presentation + Q&A
Exam Period	In-person Exam	Final Exam

Contribution to Learning Goals of the Program (BCom, BIB):

Program Learning Goal	Competencies Not Covered	Competencies Introduced (only)	Competencies Taught But Not Assessed	Competencies Taught and Assessed
BC1 Knowledge *Graduates will be skilled in applying foundational business knowledge to appropriate business contexts.*				✔
BC2 Collaboration *Graduates will be collaborative and effective contributors in team environments that respect the experience, expertise and interest of all members.*				✔
BC3 Critical Thinking *Graduates will be discerning critical thinkers, able to discuss different viewpoints, challenge biases and*				✔

assumptions, and draw conclusions based on analysis and evaluation.				
BC4 Communication *Graduates will be effective and persuasive in their communications.*				✔
BI5 Global Awareness (BIB ONLY) *Graduates will be globally-minded.*		✔		

ADDITIONAL INFORMATION

Course Sharing Websites

Materials created for this course (including presentations and posted notes, labs, case studies, assignments, and exams) remain the intellectual property of the author(s). They are intended for personal use and may not be reproduced or redistributed without prior written consent of the author(s).

Required calculator in BUSI course examinations.

If you are purchasing a calculator, we recommend any one of the following options: Texas Instruments BA II Plus (including Pro Model), Hewlett Packard HP 12C (including Platinum model), Staples Financial Calculator, Sharp EL-738C & Hewlett Packard HP 10bII

Group work

The Sprott School of Business encourages group assignments in the school for several reasons. They provide you with opportunities to develop and enhance interpersonal, communication, leadership, followership, and other group skills. Group assignments are also good for learning integrative skills for putting together a complex task. Your professor may assign one or more group tasks/assignments/projects in this course. Before embarking on a specific problem as a group, it is your responsibility to ensure that the problem is meant to be a group assignment and not an individual one.

Grading

In accordance with the Carleton University Undergraduate Calendar (p 34), the letter grades assigned in this course will have the following percentage equivalents:

A+ = 90-100	B+ = 77-79	C+ = 67-69	D+ = 57-59
A = 85-89	B = 73-76	C = 63-66	D = 53-56
A - = 80-84	B - = 70-72	C - = 60-62	D - = 50-52
F = Below 50			

Grades entered by Registrar:
WDN = Withdrawn from the course
DEF = Deferred

Academic Regulations

University rules regarding registration, withdrawal, appealing marks, and most anything else you might need to know can be found on the university's website, here:

Requests for Academic Accommodation

Carleton is committed to providing academic accessibility for all individuals. You may need special arrangements to meet your academic obligations during the term. The accommodation request processes, including information about the *Academic Consideration Policy for Students in Medical and Other Extenuating Circumstances*, are outlined on the Academic Accommodations website (students.carleton.ca/course-outline).

You may need special arrangements to meet your academic obligations during the term. For an accommodation request, the processes are as follows:

Pregnancy Accommodation

Please contact your instructor with any requests for academic accommodation during the first two weeks of class, or as soon as possible after the need for accommodation is known to exist. For more details, visit the Equity Services website: **carleton.ca/equity/wp-content/uploads/Student-Guide-to-Academic-Accommodation.pdf**

Religious obligation
Please contact your instructor with any requests for academic accommodation during the first two weeks of class, or as soon as possible after the need for accommodation is known to exist. For more details, visit the Equity Services website: **carleton.ca/equity/wp-content/uploads/Student-Guide-to-Academic-Accommodation.pdf**

Academic Accommodations for Students with Disabilities

If you have a documented disability requiring academic accommodations in this course, please contact the Paul Menton Centre for Students with Disabilities (PMC) at 613-520-6608 or pmc@carleton.ca for a formal evaluation or contact your PMC coordinator to send your instructor your Letter of Accommodation at the beginning of the term. You must also contact the PMC no later than two weeks before the first in-class scheduled test or exam requiring accommodation (if applicable). After requesting accommodation from PMC, meet with your instructor as soon as possible to ensure accommodation arrangements are made. **carleton.ca/pmc**

Survivors of Sexual Violence

As a community, Carleton University is committed to maintaining a positive learning, working and living environment where sexual violence will not be tolerated, and its survivors are supported through academic accommodations as per Carleton's Sexual Violence Policy. For more information about the services available at the university and to obtain information about sexual violence and/or support, visit: **carleton.ca/sexual-violence-support**

Accommodation for Student Activities
Carleton University recognizes the substantial benefits, both to the individual student and for the university, that result from a student participating in activities beyond the classroom experience. Reasonable accommodation must be provided to students who compete or perform at the national or international level. Please contact your instructor with any requests for academic accommodation during the first two weeks of class, or as soon as possible after the need for

accommodation is known to exist. **https://carleton.ca/senate/wp-content/uploads/Accommodation-for-Student-Activities-1.pdf**

For more information on academic accommodation, please contact the departmental administrator or visit: **students.carleton.ca/course-outline**

Academic Integrity

Violations of academic integrity are a serious academic offence. Violations of academic integrity – presenting another's ideas, arguments, words or images as your own, using unauthorized material, misrepresentation, fabricating or misrepresenting research data, unauthorized co-operation or collaboration or completing work for another student – weaken the quality of the degree and will not be tolerated.

Process: If an alleged violation occurs, all relevant documentation will be forwarded to the Dean. If the allegation proves true, the penalties may include; a grade of Failure on the submitted work and/or course; academic probation; a refusal of permission to continue or to register in a specific degree program; suspension from full-time studies; suspension from all studies at Carleton; expulsion from Carleton, amongst others. **For a first offence, at a minimum, the penalty assigned will normally be a zero on the submitted work and at least a minimum full grade reduction of the final course grade. For a second offence, at a minimum, the penalty assigned will normally lead to a suspension from studies.**

Students are expected to familiarize themselves with and follow the Carleton University Student Academic Integrity Policy which is available, along with resources for compliance at: https://carleton.ca/registrar/academic-integrity/.

Sprott Student Services

The Sprott Undergraduate Student Services Office offers program advising and overall student success support. Our team is available to discuss your academic goals and your program progression plans. We can also work with you to develop strategies for success, including study skills for Business. If you experience any difficulty this term or if you would like to access support, please contact our team at bcom@sprott.carleton.ca or at bib@sprott.carleton.ca.

Centre for Student Academic Support

The Centre for Student Academic Support (CSAS) is a centralized collection of learning support services designed to help students achieve their goals and improve their learning both inside and outside the classroom. CSAS offers academic assistance with course content, academic writing and skills development. Visit CSAS on the 4th floor of MacOdrum Library or online at: carleton.ca/csas.

Important Information:

- Students must always retain a copy of all work that is submitted.

- All final grades are subject to the Dean's approval.

- For us to respond to your emails, we need to see your full name, CU ID, and the email must be written from your valid CARLETON address. Therefore, in order to respond to your inquiries, please send all email from your Carleton CMail account. If you do not have or have yet to activate this account, you may wish to do so by visiting https://carleton.ca/its/get-started/new-students-2/