



BUSI3405: Enterprise Architecture

Fall 2026

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:

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

<https://calendar.carleton.ca/undergrad/courses/BUSI/>

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

Grading Scheme

	Weight (%)
<i>Individual Assignment: Case Analysis</i>	20
<i>Quizzes</i>	20
<i>Group Project: Transformation Roadmap</i>	30
<i>Final Exam</i>	30
TOTAL	100

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

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!

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.

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
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Week 1 – September 14	Introduction to Strategic IS and EA & Technology Foundations	
Week 2 – September 21	Digital Strategy and EA Foundations	<i>Discuss Projects</i>
Week 3 – September 28	Architecture Frameworks (TOGAF, Zachman, Agile EA)	Assignment 1
Week 4 – October 5	Architecture Development, Tools, and Communication	Quiz 1
October 12	THANKSGIVING	
Week 5 - October 19	Collaborative Work Session	
October 26	FALL BREAK	
Week 6 – November 2	Tech Layering and Infrastructure Planning	
Week 7 – November 9	Governance and Risk in EA	
Week 8 – November 16	Ethics and Digital Responsibility	Quiz 2
Week 9 – November 23	Security Architecture and Zero Trust	
Week 10 – November 30	EA/IS Failures and Anti-Patterns	
Week 11 – December 7	Assessing and Integrating Architecture	
Week 12 – December 11	Final Group Presentations / Architecture Review Board	Roadmap Presentation + Q&A
Exam Period	In-person Exam	Final Exam

***Refer to Academic Calendar for dates University Closed Dates and Holidays**
<https://calendar.carleton.ca/academicyear/>

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.

Quizzes and Final Exam

There is no midterm in BUSI 3405. Term evaluation includes two quizzes and a formally scheduled final examination.

Quizzes

- Quiz 1: October 5th, Quiz 2: November 16th. Both held in class during regular class time.
- If you miss a quiz because of circumstances beyond your control, email me within 3 business days. Requests for academic consideration on term work are handled by me

under the University's Academic Consideration Policy for Students in Medical or Other Extenuating Circumstances.

Final examination

- The final examination is worth 30% and will be formally scheduled by Scheduling and Examination Services during the official examination period. Please do not make travel plans until the examination schedule is released.
- If you are unable to write the final examination because of circumstances beyond your control, you must apply to the Registrar's Office through the Online Deferral Application no later than three business days after the scheduled examination date. I am not able to grant a deferral of a formally scheduled final examination.

e-Proctoring

If e-Proctoring is implemented for digital exams, please note that tests and examinations in this course will use a mandatory remote proctoring service provided by Scheduling and Examination Services. You can find more information at <https://carleton.ca/ses/e-proctoring/>.

Students are responsible for ensuring that the application is working properly on your computer during the exam. Failure to ensure proper functioning of CoMaS will constitute a violation of the exam rules and may be grounds for an allegation that you have violated the Academic Integrity Policy.

The minimum computing requirements for this service are as follows:

Hardware: Desktop, or Laptop

OS: Windows 10 or higher, Mac OS 10.14 or higher

Internet Browser: Google Chrome, Mozilla Firefox, Apple Safari, or Microsoft Edge

Internet Connection (High-Speed Internet Connection Recommended)

Webcam (HD resolution recommended)

Note: Tablets, Chromebooks, Smartphones and Windows-based tablets are not supported at this time.

Deferred In-Class Tests:

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.

The deferral tests will be held on Tuesday, October 13th, at 7:15am for Quiz 1 and Monday, November 23rd at 7:15am for Quiz 2.

Deferred final exams:

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.

Use of Generative Artificial Intelligence

AI use in this course varies by assignment. Some activities will explicitly invite you to use AI tools; others will require work completed independently. Please read each assignment's instructions carefully for permitted and prohibited uses. When AI is used, be transparent about how you used it and apply critical judgment to verify its accuracy and relevance.

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 <i>Graduates will be skilled in applying foundational business knowledge to appropriate business contexts.</i>				✓
BC2 Collaboration <i>Graduates will be collaborative and effective contributors in team environments that respect the experience, expertise and interest of all members.</i>				✓
BC3 Critical Thinking <i>Graduates will be discerning critical thinkers, able to discuss different viewpoints, challenge biases and assumptions, and draw conclusions based on analysis and evaluation.</i>				✓
BC4 Communication <i>Graduates will be effective and persuasive in their communications.</i>				✓
BI5 Global Awareness (BIB ONLY) <i>Graduates will be globally-minded.</i>		✓		

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).

Recommended Calculator for Examinations

If you are purchasing a calculator, we recommend anyone 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:

<http://calendar.carleton.ca/undergrad/regulations/academicregulationsoftheuniversity/>

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).

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, please review the [pregnancy academic accommodation process](#).

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, please review the [religious academic accommodation process](#).

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. For more details, visit the [Paul Menton Centre website](#).

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 where 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 the [Equity and Inclusive Communities website](#).

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. For more details, see the [Senate Policy on Accommodation for Student Activities \(PDF, 25 KB\)](#).

Academic Consideration for Medical and Other Extenuating Circumstances

Due to medical and other extenuating circumstances, students may occasionally be unable to fulfil the academic requirements of their course(s) in a timely manner. The university supports the academic development of students and aims to provide a fair environment for students to succeed academically. Medical and/or other extenuating circumstances are circumstances that are beyond a student's control, have a significant impact on the student's capacity to meet their academic obligations, and could not have reasonably been prevented. Students may request Academic Consideration for Coursework or Other Academic Deliverable. For further information please review the [Procedure for Academic Consideration](#) and the [FAQ page](#).

Scheduling and Examination Support

Scheduling and Examination Services provides various supports for both in-term and end-of-term tests and exams. Details can be found on the [Exam Support website](#).

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 academicadvising@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/>
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