



**Carleton University**  
Sprott School of Business  
BUSI3405A  
Winter 2018  
Enterprise Architecture

Instructor: Dr. Ajit Thomas  
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Office Hours: By appointment  
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Phone Number: 613-407-6520 (mobile)

Course meets: Fridays 14:35 – 17:25, Tory Building Room 214 (starts Jan 12)

Pre-requisites: BUSI2400 and BUSI3103 (with a grade of C- or higher).

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**Course 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.

**Objectives:**

Enterprise Architecture (EA) is a coherent whole of principles, methods, and models that are used in the design and realisation of an enterprise's organizational structure, business processes, information systems, and infrastructure. (Lankhorst et al. (2013), Enterprise Architecture at Work, 3rd Edition, pg. 3)

This course is a pragmatic introduction to EA – exploring the design, selection, implementation and management of IT solutions for organizations. The focus is on understanding the applications and infrastructure and their alignment with organization's goals. In particular, emphasis is placed on understanding and modeling the organization's business goals and EA requirements so that they can be used to evaluate candidate realizations.

The learning objectives for this course are:

1. To understand the purpose and nature of enterprise architecture and how it can be applied in an organization.
2. To learn a modelling language for enterprise modelling, ArchiMate.
3. To apply the modelling language to build models which aid in understanding the various facets of enterprise architecture.

4. To examine the various viewpoints of stakeholders in the organization and show these views as aspects of our enterprise model.

Throughout the semester students will be able to apply what they have learnt through individual and group assignments, class discussions of articles and case studies, as well as interactions with guest speakers presenting problems and solutions in enterprise architecture for their businesses.

This is a seminar style course and you are expected to have covered the reading list before class. On average, each class will require 3 to 4 hours of preparation in addition to work on assignments and the group project.

### **Reading(s)/Textbook(s):**

There is no official textbook for the course. The content covered in each class is drawn from material on class reading list and case studies. For each class, reading lists will be posted on CuLearn in a timely fashion. The reference texts, available online through Carleton Library, are

- 1) **Enterprise architecture at work: modelling, communication and analysis** by Lankhorst, Marc Heidelberg; New York : Springer, c2013
- 2) Enterprise Architecture: creating value by informed governance by Martin Op't Land et al., Berlin, Springer, C2009, and
- 3) Enterprise architecture patterns: practical solutions for recurring IT-architecture problems by Perroud, Thierry; Inversini, Reto Berlin ; New York : Springer, c2013

### **Course Requirements & Methods of Evaluation:**

The evaluation in this course is based on 5 in-class quizzes (10%), three assignments (45%) and one group term project with an in-class presentation (45%). Project topics will be discussed early in the course and project presentations are scheduled for the last two weeks.

### **Satisfactory In-term Performance**

To receive a passing grade in this class, students must complete all deliverables and receive a minimum average of 50% across all in-term course work.

**Course Schedule: (subject to change)**

<b>DATE</b>	<b>DESCRIPTION</b>	<b>Deliverable(s)</b>
JAN 12	Introduction to Enterprise Architecture	
JAN 19	Language for Enterprise Modeling Case study – part 1 Explain Assignment 1	QUIZ 1
JAN 26	Language for Enterprise Modeling Case study – part 2	
FEB 2	ArchiMate Relations and Motivations Explain Assignment 2	QUIZ 2 ASSIGNMENT 1
FEB 9	Guidelines for Modeling, Viewpoints and Visualization	
FEB 16	Architecture Analysis and Alignment Explain Assignment 3	QUIZ 3 ASSIGNMENT 2
MAR 2	TOOL SUPPORT	ASSIGNMENT 3
MAR 9	EA patterns: Reusable Models	QUIZ 4
MAR 16	Quality and EA	
MAR 23	Guest speaker	QUIZ 5 ASSIGNMENT 3
APRIL 6	PROJECT PRESENTATIONS PART 1	FINAL PROJECT
APRIL 11	PROJECT PRESENTATIONS PART 2	

**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, follower-ship 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.

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, Accommodations, Etc.**

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 Accommodations**

#### *For Students with Disabilities:*

The Paul Menton Centre for Students with Disabilities (PMC) provides services to students with Learning Disabilities (LD), psychiatric/mental health disabilities, Attention Deficit Hyperactivity Disorder (ADHD), Autism Spectrum Disorders (ASD), chronic medical conditions, and impairments in mobility, hearing, and vision. If you have a disability requiring academic accommodations in this course, please contact PMC at 613-520-6608 or [pmc@carleton.ca](mailto:pmc@carleton.ca) for a formal evaluation. If you are already registered with the PMC, contact your PMC coordinator to send me your ***Letter of Accommodation*** at the beginning of the term, and no later than two weeks before the first in-class scheduled test or exam requiring accommodation (*if applicable*). **Requests made within two weeks will be reviewed on a case-by-case basis.** After requesting accommodation from PMC, meet with me to ensure accommodation arrangements are made. Please consult the PMC website ([www.carleton.ca/pmc](http://www.carleton.ca/pmc)) for the deadline to request accommodations for the formally-scheduled exam (*if applicable*).

#### *For Religious Obligations:*

Students requesting academic accommodation on the basis of religious obligation should make a formal, written request to their instructors for alternate dates and/or means of satisfying academic requirements. Such requests should be made during the first two weeks of class, or as soon as possible after the need for accommodation is known to exist, but no later than two weeks before the compulsory event.

Accommodation is to be worked out directly and on an individual basis between the student and the instructor(s) involved. Instructors will make accommodations in a way that avoids academic disadvantage to the student.

Students and instructors can confirm accommodation eligibility of a religious event or practice by referring to the Equity Services website (<http://carleton.ca/equity/accommodation/religious-observances/>) for a list of holy days and Carleton's Academic Accommodation policies. If there are any questions on the part

of the student or instructor, they can be directed to an Equity Services Advisor in the Equity Services Department for assistance.

*For Pregnancy:*

Pregnant students requiring academic accommodations are encouraged to contact an Equity Advisor in Equity Services to complete a letter of accommodation. The student must then make an appointment to discuss her needs with the instructor at least two weeks prior to the first academic event in which it is anticipated the accommodation will be required.

### **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. 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. 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 student services office, located in 710 Dunton Tower, offers academic advising, study skills advising, and overall academic success support. If you are having a difficult time with this course or others, or just need some guidance on how to successfully complete your Sprott degree, please drop in any weekday between 8:30am and 4:30pm. Our advisors are happy to discuss grades, course selection, tutoring, concentrations, and will ensure that you get connected with the resources you need to succeed! <http://sprott.carleton.ca/students/undergraduate/learning-support/>

### **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](http://carleton.ca/csas).

### **Important Information:**

- Students must always retain a hard 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 <http://carleton.ca/ccs/students/>
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