ENTERPRISE ARCHITECTURE
BUSI 2405-A
FALL 2024

Instructor:	Theosophia Savides
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Office:	N/A
Office Hours:	By appointment
Modality:	IN-PERSON
Class Times:	Monday 6:05pm – 8:55pm

Pre-requisites: Prerequisite(s): BUSI 1401 or 2400, and BUSI 3103 (with a grade of C- or or higher in each).

Course 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.

Course Description:

Enterprise Architecture (EA) is the management and planning of an organization's information systems from an enterprise perspective. EA planning considers the strategic principles, methods, and models used in the design and integration of an organization's business processes, information systems, and infrastructure.

This class is an intended to be an introduction to the practice of EA as a strategic business tool which makes best use of an organization's information systems in order to achieve its strategic goals. An emphasis will be placed on practical applications, real-world examples, and case analysis.

Drop Course Policy

The deadline for academic withdrawal follows the dates prescribed by Carleton University: https://calendar.carleton.ca/academicyear/

- September 30, 2024: Last day to withdraw from full fall and fall/winter courses with a full fee adjustment.
- November 15, 2024: Last day for academic withdrawal from full fall and late fall courses.

Learning Outcomes:

Upon completion of this class, students should acquire and feel comfortable using the following skills:

1. Communication Capabilities:
   Students will be able to effectively prepare and present reports and visual representations of strategic, organization-wide technical requirements and solutions, and communicate architectural issues, value, or strategy to a business audience.

2. Critical and Reflective Thinking:
   Students can identify and analyze business issues from an architecture point of view in order to identify root cause. Students can undertake analysis and use appropriate decision-making criteria and available enterprise architecture tools to identify and evaluate solutions.

3. Knowledge Integration:
   Students will demonstrate the capabilities required to apply cross-functional business knowledge and technologies in solving real-world business problems.

4. Technical Skills:
   Students will be able to analyze business capability in non-technical and technical terms and recognize EA's ability to map out strategic IT solutions.

5. Ethics and Responsibilities:
   Students will be able to consider issues from various stakeholder perspectives, assign appropriate roles and responsibilities, and apply ethical decision making to effectively deal with issues.

Reading(s)/Textbook(s)/Required Materials

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

1. Enterprise architecture at work: modelling, communication and analysis by Lankhorst, Marc Heidelberg; New York: Springer, c2013

2. "The Framework for Enterprise Architecture: Background, Description and Utility by: John A. Zachman" https://www.zachman.com/resources/ea-articles-reference/327-the-framework-for-enterprise-architecture-background-description-andutility-by-john-a-zachman

3. "TOGAF (The Open Group Architecture Framework)" http://www.opengroup.org/publications/togaf

4. Business Motivation Model (Object Management Group) https://www.omg.org/spec/BMM/About-BMM/

Methods of Evaluation / Grading Scheme / Course Completion Requirements

Final grades will be evaluated as follows:

Deliverable	Marks
Quizzes (x2)	20%
Weekly Case Studies	30%
Group project (presentation)	25%
Final exam	25%

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.

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.

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.

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.

Week of	Topics	Deliverable
Sept 9	Introduction to EA	
Sept 16	EA as Strategy: Business Alignment and Value *Discuss projects*	
Sept 23	EA Frameworks and Modeling Decomposing an Information System; Components, Considerations	
Sept 30	Architecture Development, Tools, and Communication	Quiz 1
Oct 7	Initiating EA: Governance, Projects, and the EA process	
Oct 14	**Stat Holiday**	
Oct 21	**FALL BREAK**	
Oct 28	Risk Management Technology Planning and EA deliverables	
Nov 4	IT Security	Quiz 2
Nov 11	Change Management, Agile and Product Management	
Nov 18	Innovation, AI, and advances in technology	
Nov 25	Assessing and Integrating Architecture	

	Nonfunctional requirements	
Dec 2	Complexity and Failure Anti-Patterns: when EA fails	
Dec 6	Group Presentations / ARB	Final Project
TBD	**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
		CHECK (X) ONE PER ROW		
BC1 Knowledge *Graduates will be skilled in applying foundational business knowledge to appropriate business contexts.*				X
BC2 Collaboration *Graduates will be collaborative and effective contributors in team environments that respect the experience, expertise and interest of all members.*				X
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.*				X
BC4 Communication *Graduates will be effective and persuasive in their communications.*				X
BI5 Global Awareness (BIB ONLY) *Graduates will be globally-minded.*		X		

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:

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).

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/**