CARLETON UNIVERSITY
SPROTT SCHOOL OF BUSINESS
BUSI 3405-A
FALL 2023
ENTERPRISE ARCHITECTURE

Instructor:	Theosophia Savides
Office:	N/A
Office Hours:	By appointment
Email:	theosophia.savides@carleton.ca

Course:	Mondays 6:05 pm - 8:55 pm
Room:	Tory Building 447
Pre-requisites:	BUSI 1401 or BUSI 2400 and BUSI 3103 (with a grade of C- or higher in each)

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.

Learning Outcomes:

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.

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

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

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/

Course Evaluation:

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.

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 11	Introduction to EA	
Sept 18	EA as Strategy: Business Alignment and Value *Discuss projects*	
Sept 25	Decomposing an Information System; Components, Considerations, and Architecture Development	
Oct 2	Assessing and Integrating Architecture	Quiz 1
Oct 9	**No Class, Thanksgiving holiday**	
Oct 16	EA Frameworks and Communication Decomposing the EA Function:	
Oct 23	**FALL BREAK**	
Oct 30	Governance, Projects, and the EA process	
Nov 6	Technology Planning and EA deliverables	

Nov 13	IT Security, Risk Management	Quiz 2
Nov 20	Change Management, Digital Transformation	
Nov 27	Agile and Product Management	
Dec 4	Anti-Patterns: when EA fails	
Dec 8	Group Presentations / ARB	Final Project
TBD	**FINAL EXAM**	

Code of Conduct for Online Learning

All students are expected to be familiar with and adhere to Carleton's online code of conduct, (commonly referred to as "netiquette") for virtual working and learning. This is provided by the university in the link below.

https://carleton.ca/online/online-learning-resources/netiquette/

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, 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.

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
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/**