

BUSINESS ORGANISATION MODELS



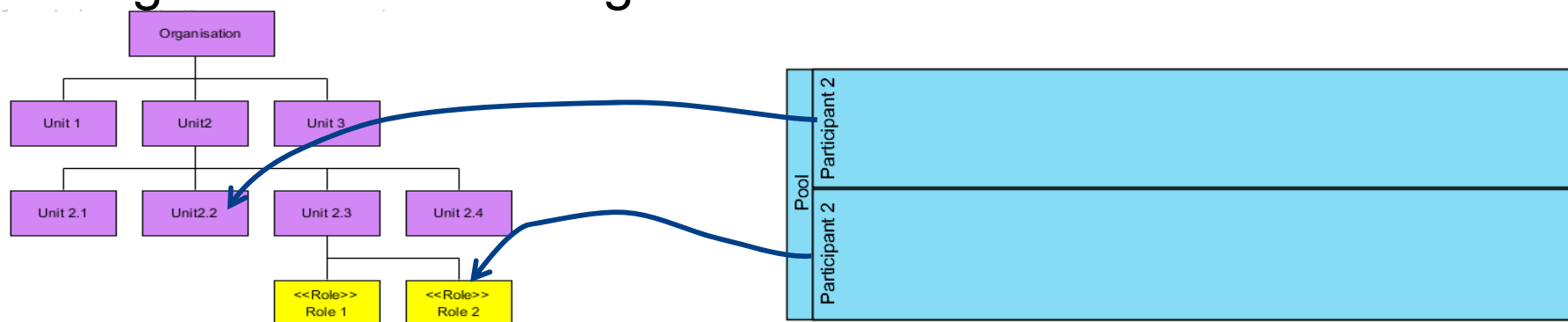
Literature

This chapter is mainly based on the following literature:

- Bridgeland David M.; Zahavi, Ron (2009): Business Modeling - A Practical Guide to Realizing Business Value. Morgan Kaufman Publishers. Chapter 4: Business Organization Models.

Referencing Organisation Units from Business Processes

- The lanes of a BPMN models graphically show who performs which activities.
 - ◆ Each lane is named by the role or organization who performs the work. This role is called the participant of the lane.
- The roles (or organizations) represented by the lane are modeled in an organization model
 - ◆ There should be a reference from the lane to a role or organization in the organization model.



Organisations

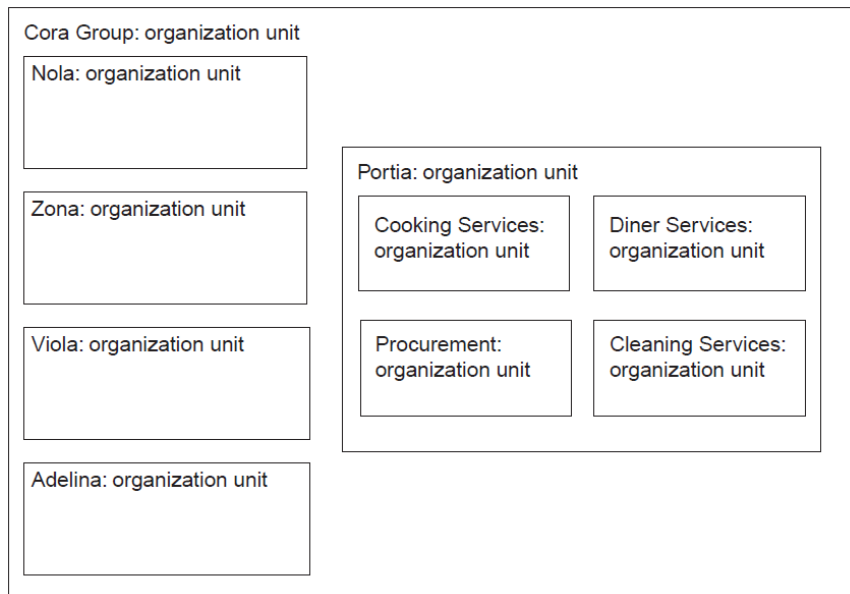
- An organization unit (or simply stated, an organization) is a collection of people who work together toward a common goal.
- An organization can be a commercial company, a nonprofit, or a government agency.
- An organization has a clear boundary. Some people are part of it and others are not.
- An organization can be a group of people within a larger organization.
 - ◆ An organization can be part of another organization and an organisation can have sub-organisations
 - ◆ In a corporate holding each company has its own management structure, its own performance goals, and its own budgets and resources. But their performance flows up to the holding company, and their goals are part of a larger plan.
 - ◆ An organization can even be temporary. A project team is an organization which exists while the project is performed and then disappears after the project is finished

Business Organisation Models

- A Business Organisation Model describes
 - ◆ how a company is organized – the business units, departments and working groups
 - ◆ the roles that people play in the company
 - ◆ the interactions – who interacts with whom to get the work done
 - ◆ the way the organisation interacts with other organisations
- When we model organizations,
 - ◆ we look at the way they are structured, the work they perform, and the way they are associated with other organizations.
 - ◆ we do **not** focus on **how** organisations perform their work (this is modeled as a business process)

Example of an Organisation Model

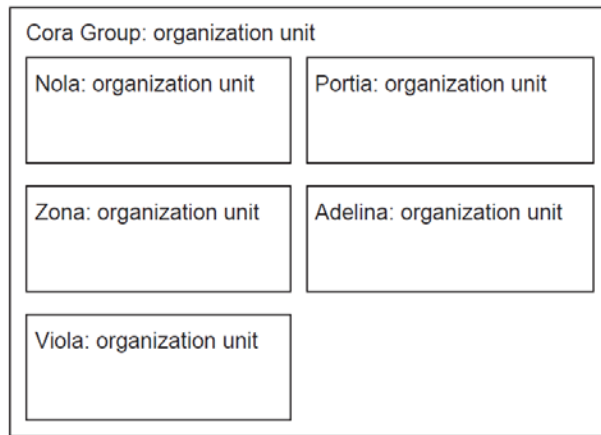
- This model shows Cora Group as composed of five restaurants.
- One of those five—Portia—has four organizations that are part of it: Diner Services, Procurement, Cooking Services, and Cleaning Services



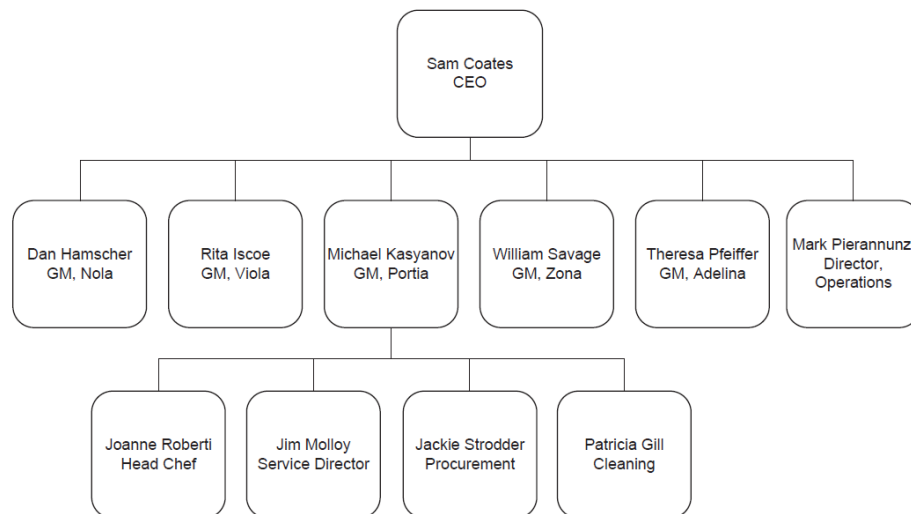
- ◆ Diner Services is responsible for all interactions with the customers of Portia: hosting, reservations, and serving food.
- ◆ Procurement is responsible for all interactions with external vendors and suppliers.
- ◆ Cooking Services is responsible for the creation of all meals.
- ◆ Cleaning Services is responsible for cleaning the facilities, including the dining area, bathrooms, and immediate restaurant surroundings

Organisation Model vs. Organisational Chart

Example of a Organisation Model:



Example of an Organisational Chart:



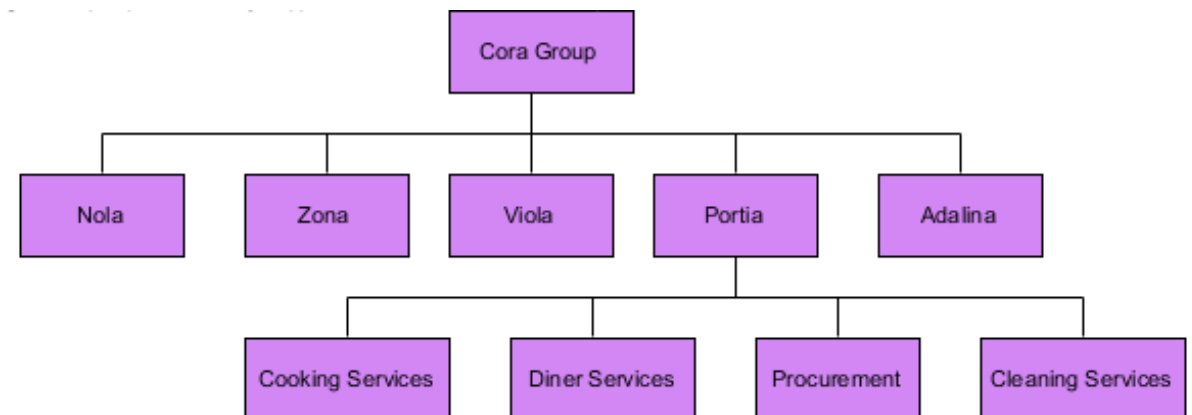
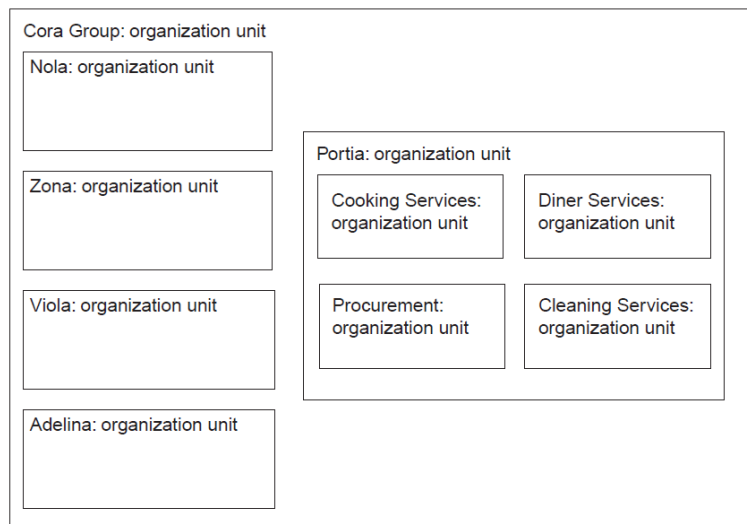
- Business organization models are different from organization charts.
 - ◆ An organization model is about groups of people (organizations and roles) while
 - ◆ Organization charts are about individual people within an organisation

- Example:
 - ◆ The business organization model (on top) shows us what organizations are part of Cora Group
 - ◆ The organisational chart shows the roles of individual people and the reporting relationships between people

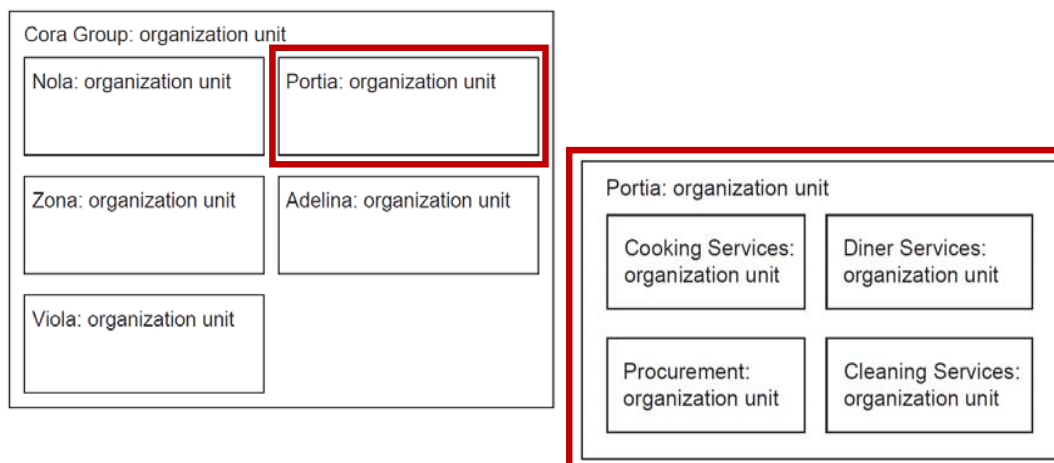
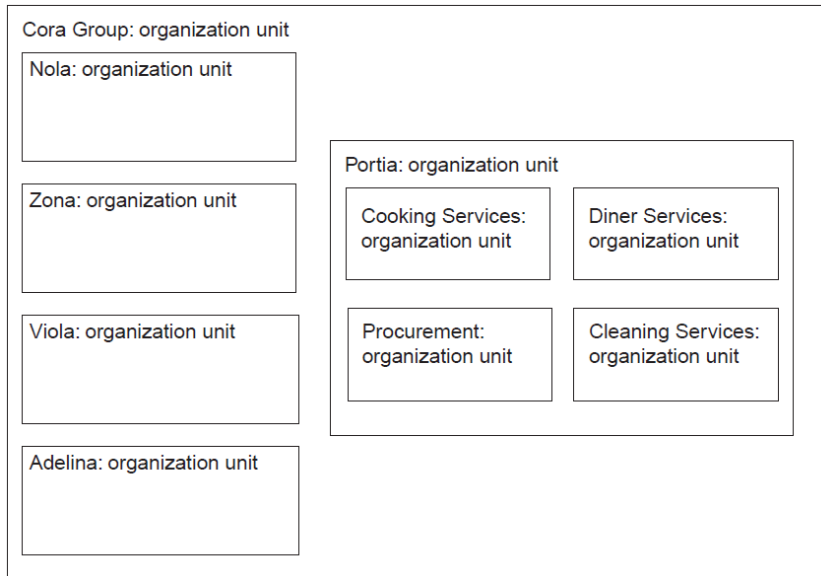


Business Organisation Modeling

- There is no standard for organisation modeling
 - ◆ nearly every modeling tool has its own approach
- Here are two possible representations of an hierarchical organisation unit



Representing Organisations and Suborganisations



- Business organisation models are inherently hierarchical
 - ◆ An organisation is composed of several other organisation which are again composed of other organisation
- The hierarchy can be represented
 - ◆ in one model or
 - ◆ in several models
- Example: The top diagram shows three levels. If we a diagram becomes too complex, one can show the organizations within a unit as a separate diagram (see second diagram)

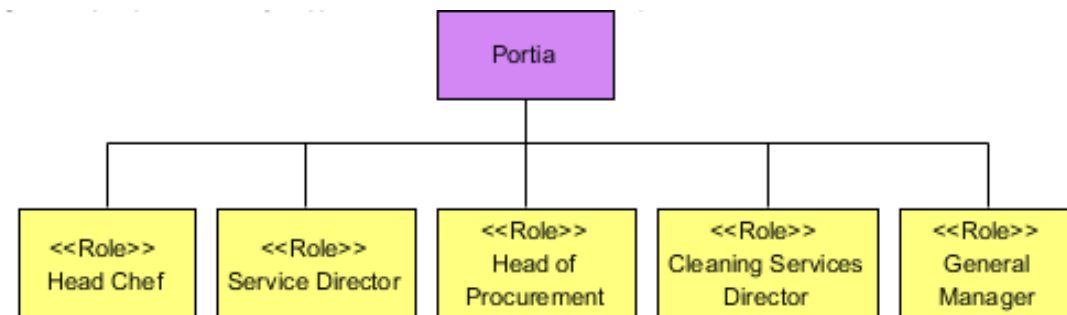
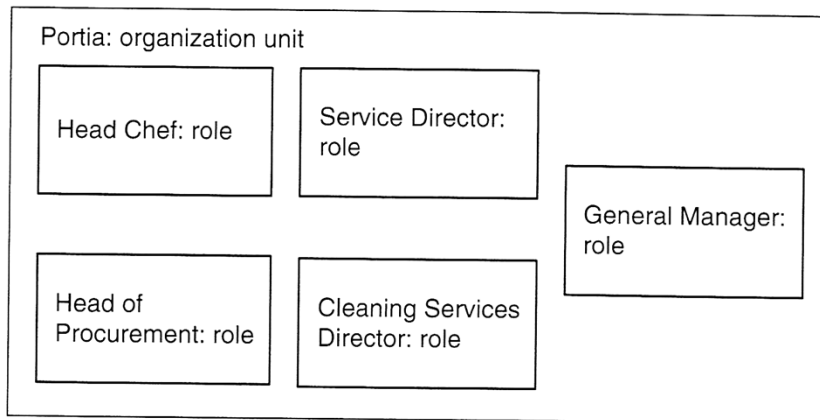
(Bridgeland & Zahavi 2009, p. 81ff)



Organisation with Roles

- Organisations contain roles
- A role is a responsibility a person assumes when he or she holds a position in an organisation
- People can at the same time play multiple roles

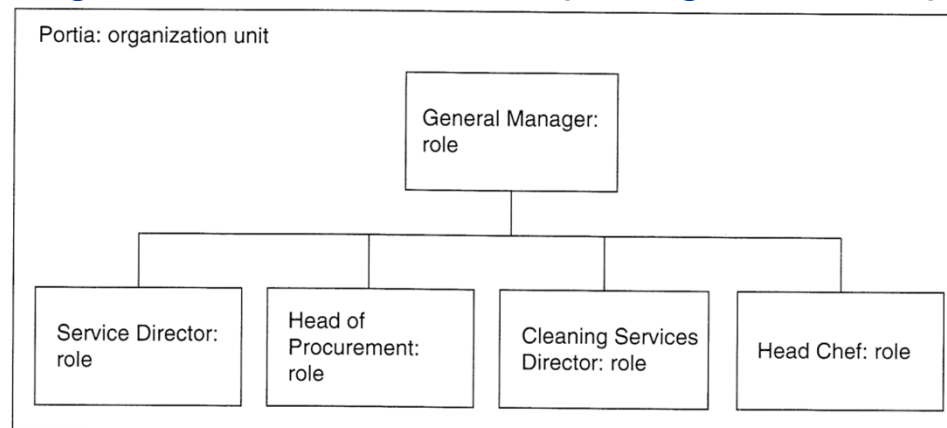
Organisation Model with roles



Reporting Relationships

- It can be useful to model the reporting relationships that exist between roles (not between individual persons)
- The supervising role can tell the reporting role what to do and when to do it
- Reporting only occurs between two roles, a role cannot report to an organisation

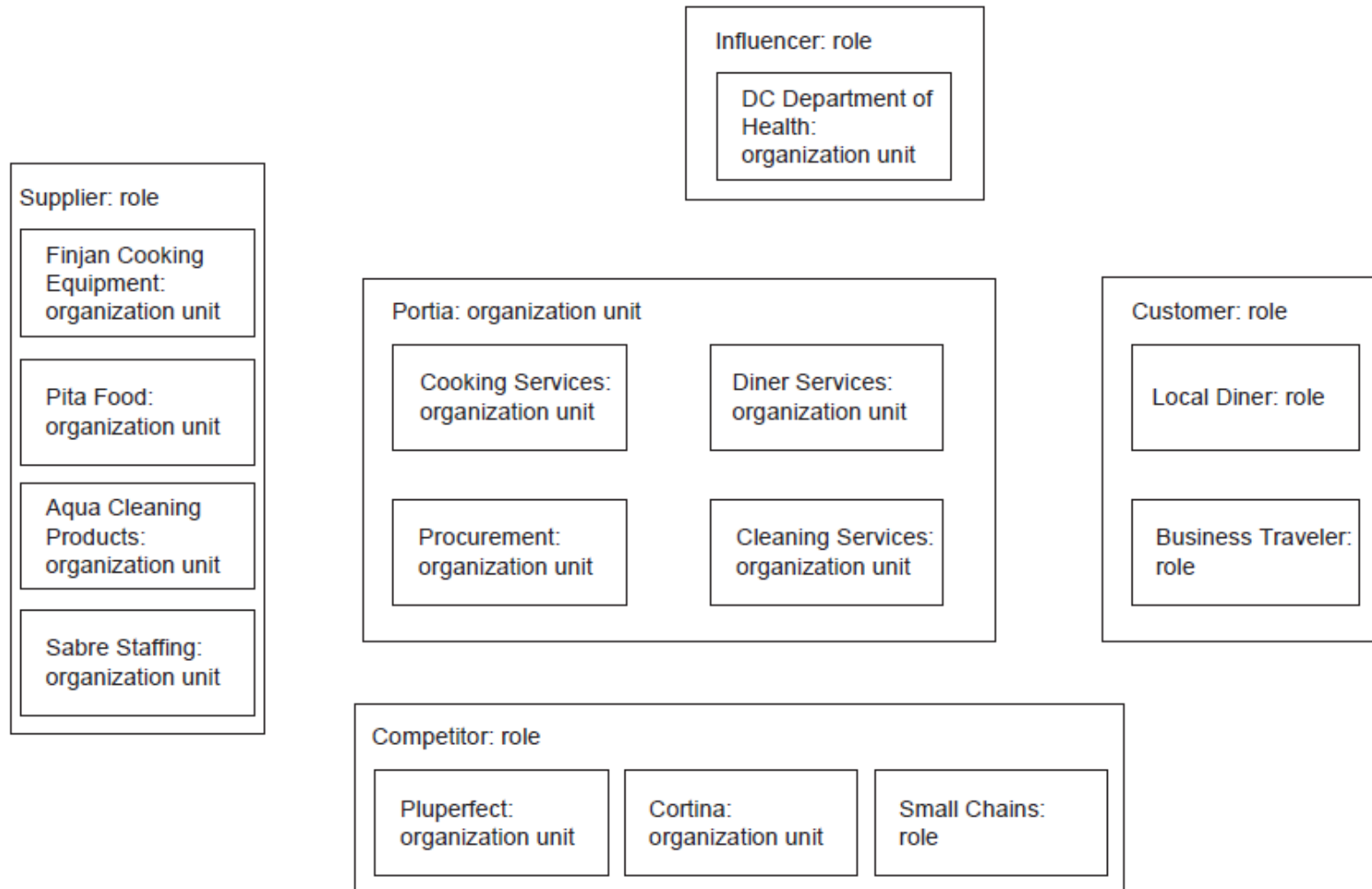
Organisation Model with reporting relationships



(Bridgeland & Zahavi 2009, p. 82ff)

External Organisations and External Roles

Sometimes it can make sense to model also external roles



A role inside a role means the the inner role plays the role of the outer role, i.e. a Local Diner is also a Customer

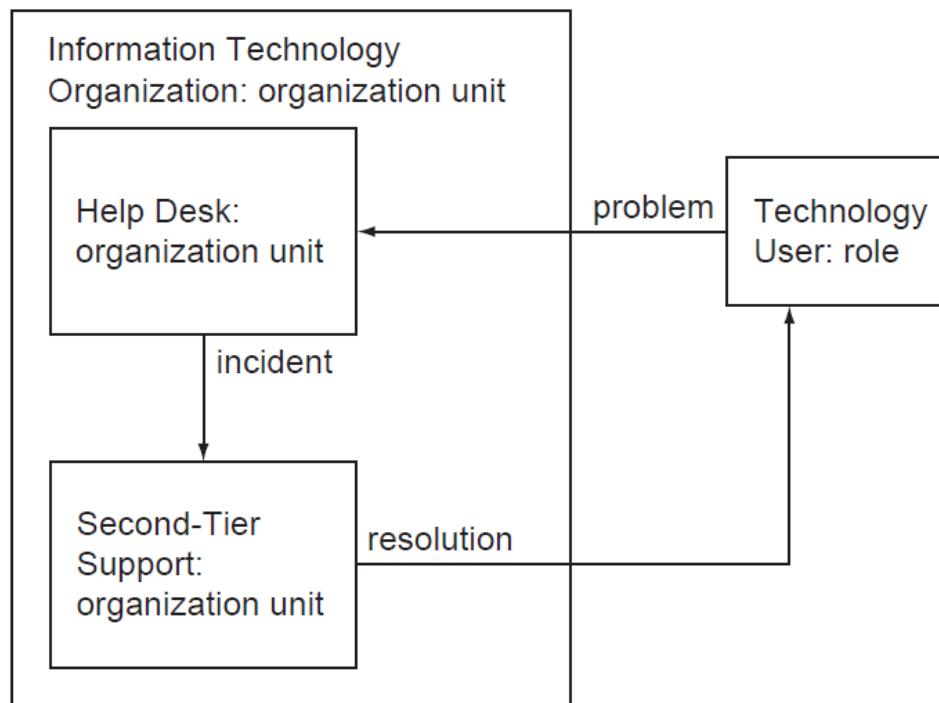
When an organization is represented as part of a role, it means that the organization plays that role, i.e. Cortina plays the role of a Competitor.

(Bridgeland & Zahavi 2009, p. 86f)



n|w Interactions

- Interactions shows who works with whom
- An interaction is represented as an arrow between organisations and roles
- An interaction is labeled with the name of the deliverable, which can be information, a physical good, a service or money



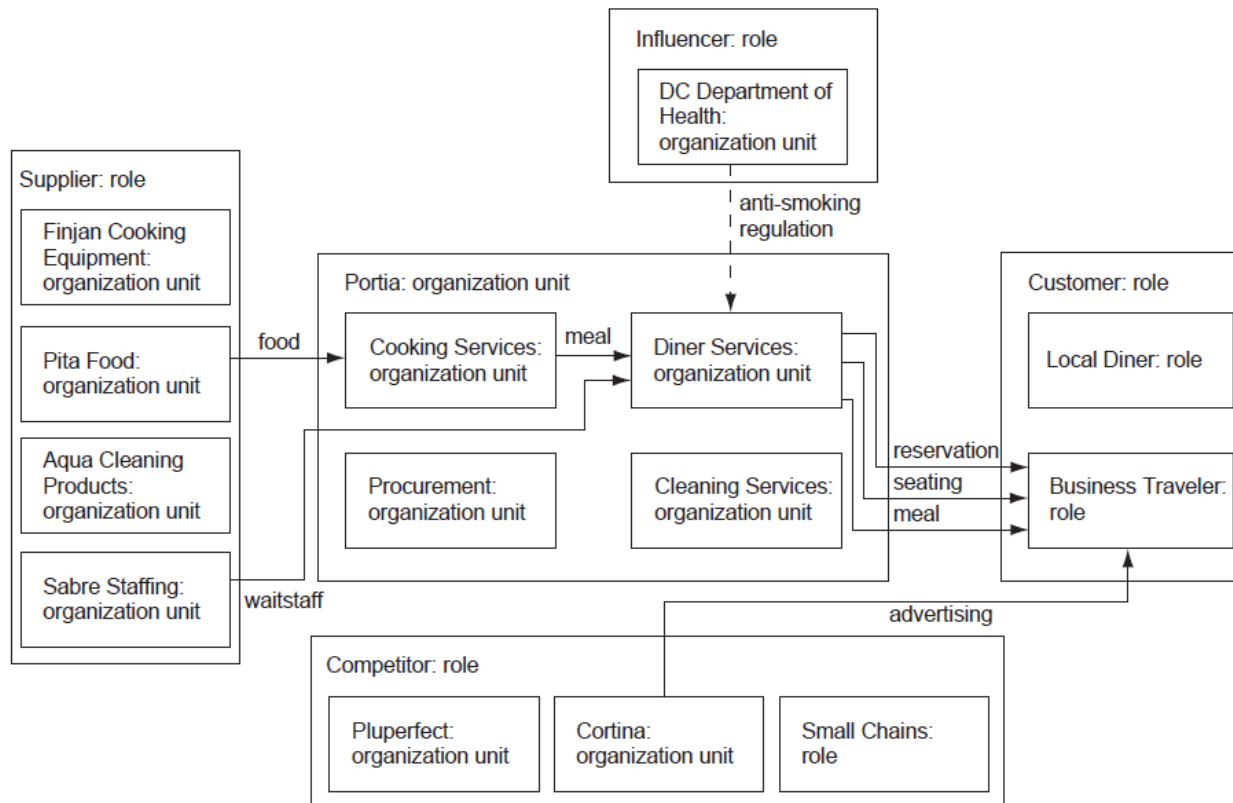
- The interaction between the role Technology user and the organization Help Desk is labeled with the deliverable: problem. The interaction is directional. This means that the technology user delivers the problem to the help desk, rather than vice versa.
- There also is an interaction between Help Desk and Second-Tier Support. The help desk organization provides second-tier support with an incident, a written description of the problem recorded and tracked.
- The resolution of the problem is a third interaction, one between Second-Tier Support and Technology User. That interaction delivers a resolution to the user.

(Bridgeland & Zahavi 2009, p. 88ff)



Interactions and Influences

- An organisation can have an influence on another organisation, even if they do not work together
- Influence is similar to interaction, but influence is indirect
- In the example the anti-smoking regulation of the DC Department of Health influences the Diner Service

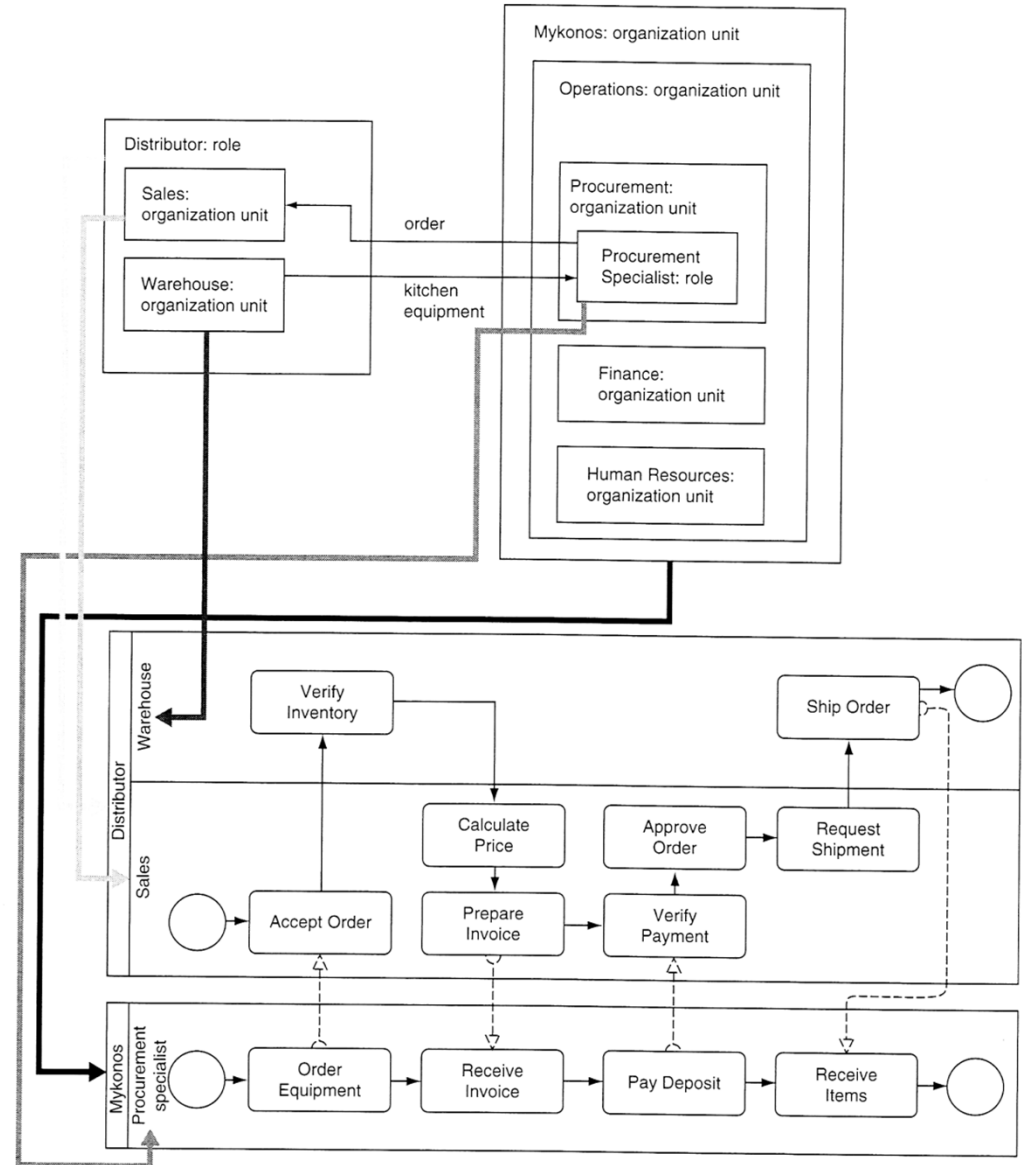


(Bridgeland & Zahavi 2009, p. 92f)



Business Processes, Organisations, and Interactions

- A pool contains a process
 - ◆ The pool is labeled with the participant who manages this process
- A lane in a process model is labeled with the participant who performs the action
 - ◆ an role or organisation in the pool
- Interactions to external roles/organisations are modeled as message flows in a process



(Bridgeland & Zahavi 2009, p. 130f)



Referencing Organisation Units from ArchiMate

- The business layer of ArchiMate contains Business Roles and Business Actors.
- The Business Actors and Business Roles are modeled in an organization model
 - ◆ Actors correspond to organisations
 - ◆ Business Roles are roles

