

# Organisation Models

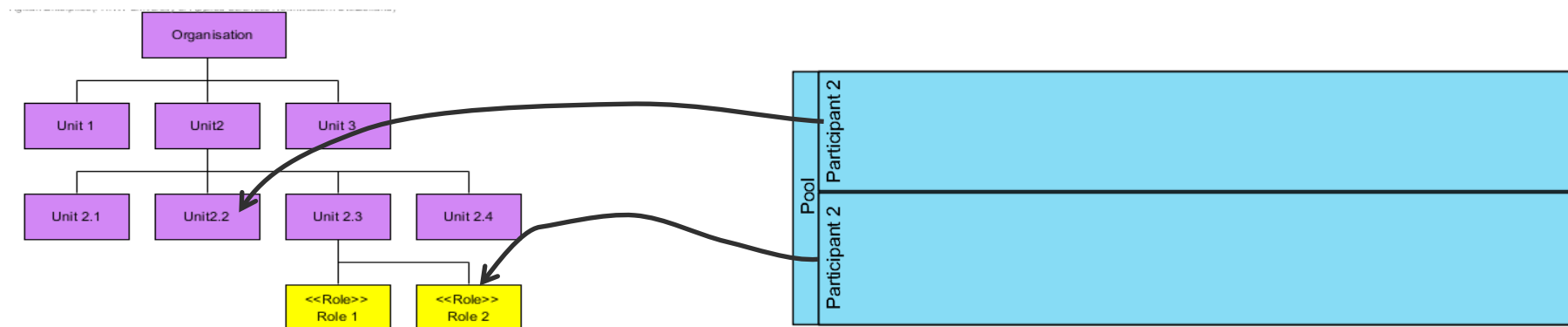
# Literature

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

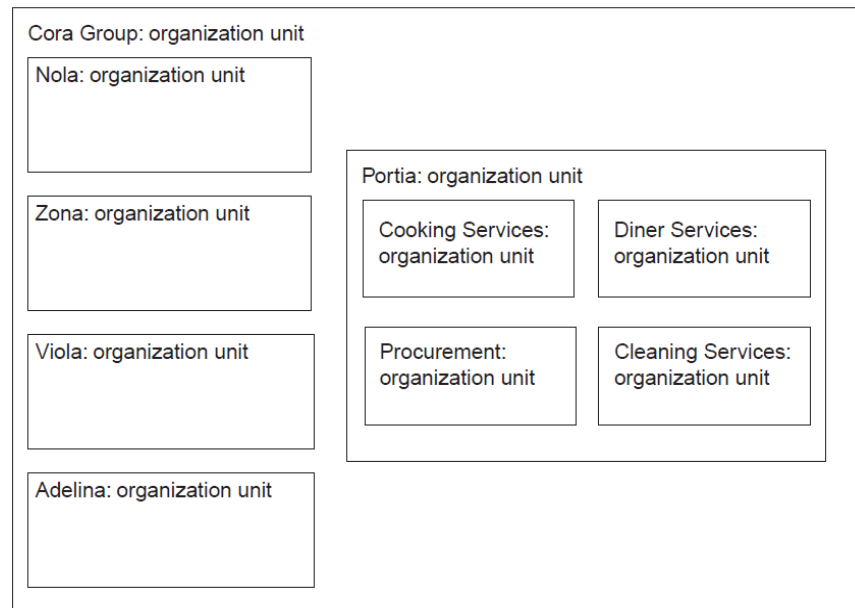
- An organization unit (or simply stated, an organization) is a collection of people who work together toward a common goal.
- An organization can be a commercial company, a nonprofit, or a government agency.
- An organization has a clear boundary. Some people are part of it and others are not.
- An 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

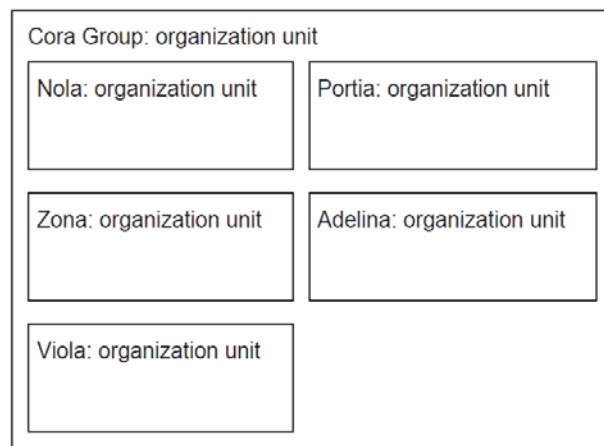
- This model shows Cora Group as composed of five restaurants.
- One of those five—Portia—has four organizations that are part of it: Diner Services, Procurement, Cooking Services, and Cleaning Services



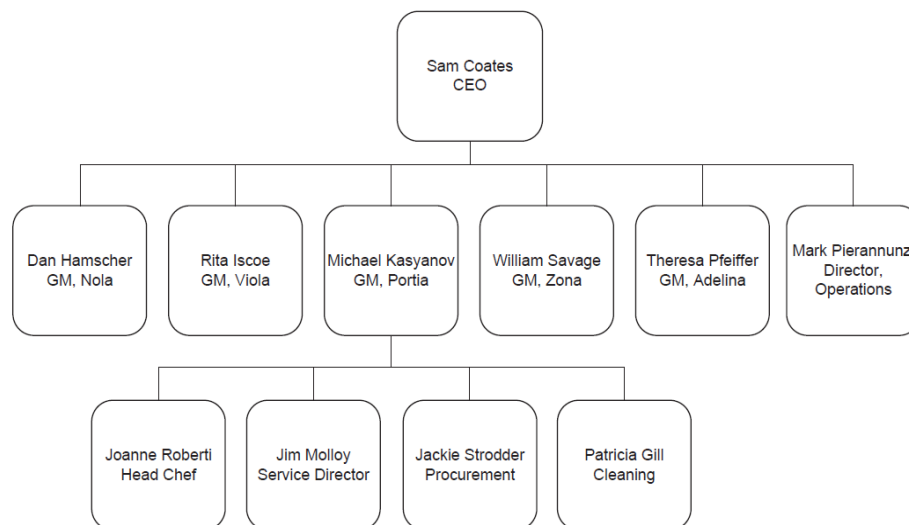
- ◆ Diner Services is responsible for all interactions with the customers of Portia: hosting, reservations, and serving food.
- ◆ Procurement is responsible for all interactions with external vendors and suppliers.
- ◆ Cooking Services is responsible for the creation of all meals.
- ◆ Cleaning Services 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:



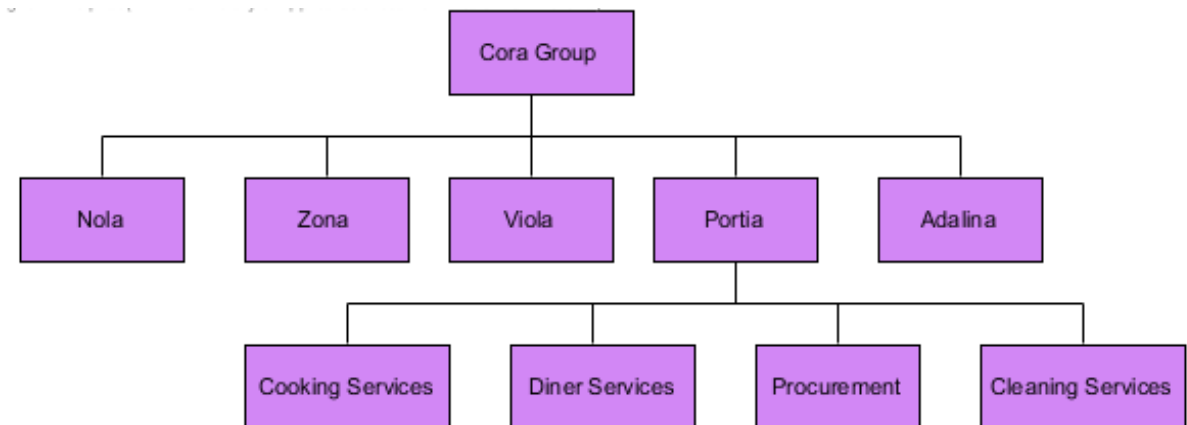
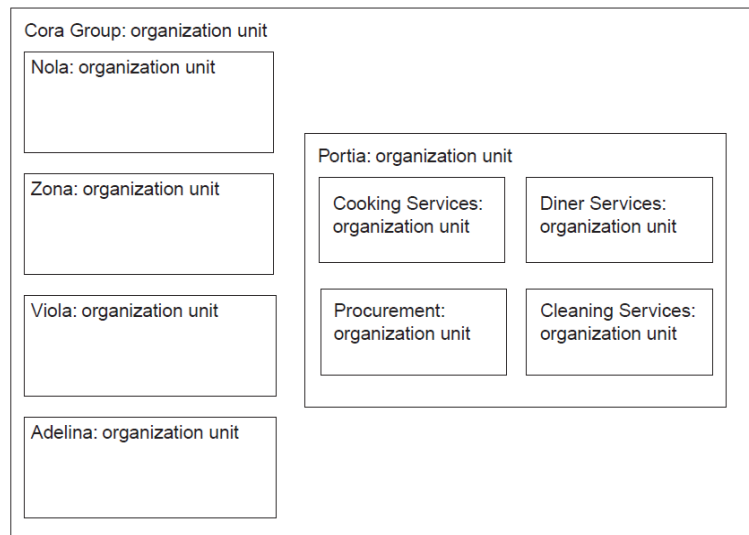
Example of an Organisational Chart:



- 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

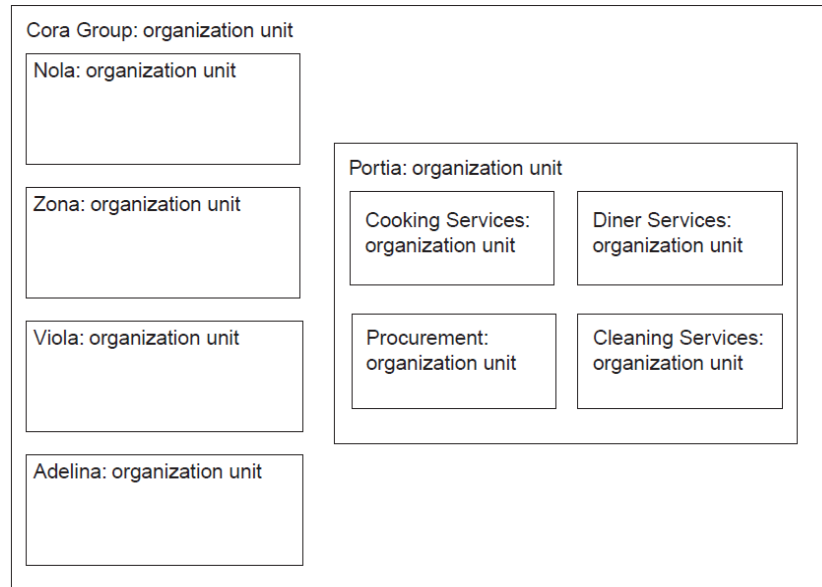
- There is no standard for organisation modeling
  - ◆ nearly every modeling tool has its own approach
- Here are two possible representations of an hierarchical organisation unit



(Bridgeland & Zahavi 2009, p. 79f)



# Representing Organisations and Suborganisations



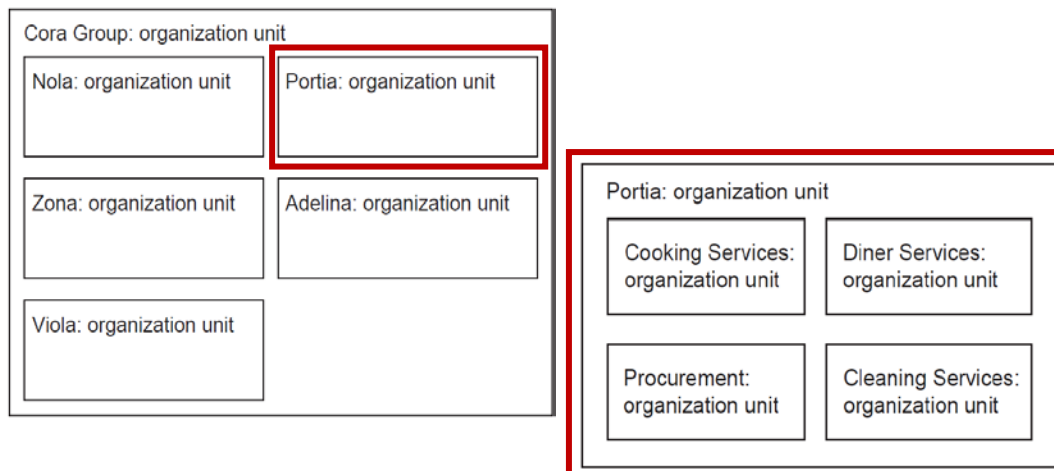
- Business organisation models are inherently hierarchical
  - ◆ An organisation is composed of several other organisation which are again composed of other organisation

- 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)

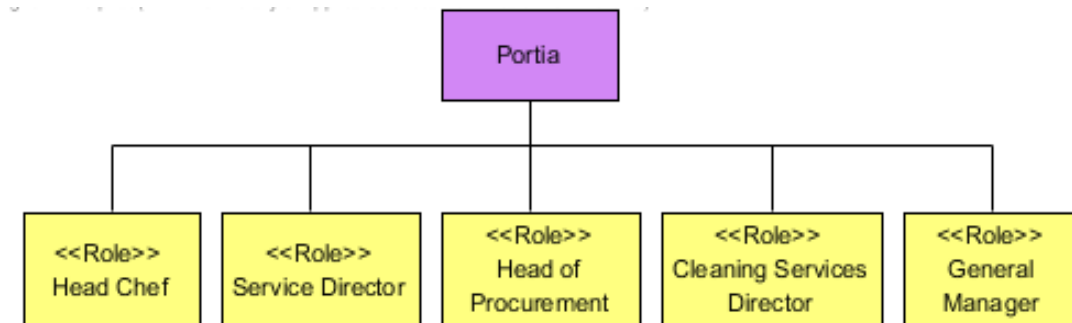
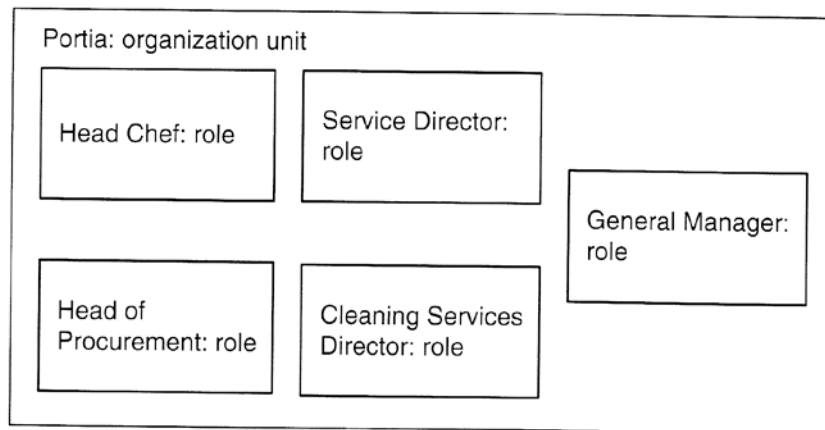
(Bridgeland & Zahavi 2009, p. 81ff)



## 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

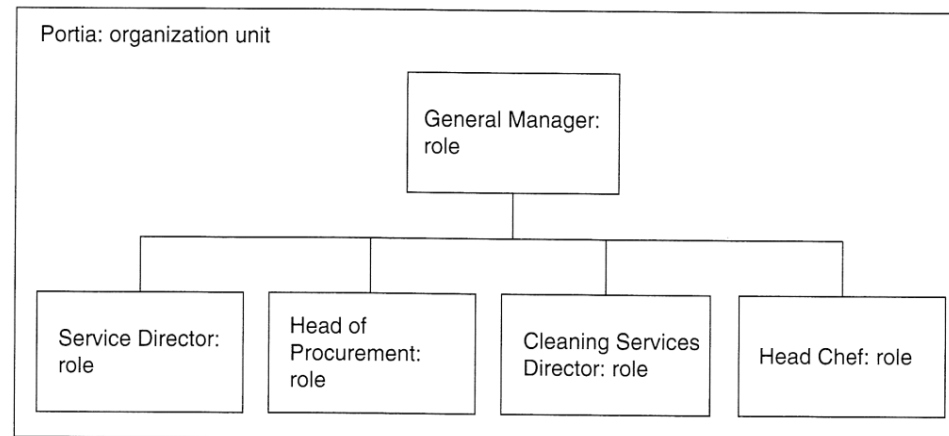


(Bridgeland & Zahavi 2009, p. 82ff)

# 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)

## 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

