Enterprise Architecture Management - Conclusion

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Students' Feedback

„Too much self-study including homework and assignment"

„Less work at home"

- Module has 6 ECTS à 30 hours

- Contact lessons are 60 hours

- Work at home is 120 hours

Students' Feedback

„Feedback too late"

„Upload slides earlier than 1 hour before lecture"

- Oops I did it again ☺

- Sorry!

Students' Feedback: Topics, Complexity

„reduce complexity"

„less logic"

„I don't see myself ever using the logical expression to the extent we elaborated on them"

„Sometimes a little bit abstract"

„business rules section was too long"

- Heterogenous requirements and objectives
  - ♦ Not too much repetition from bachelor
  - ♦ prepare for other modules of the MSc BIS
  - ♦ New technologies and trends
  - ♦ …

Students' Feedback: Topics, Complexity

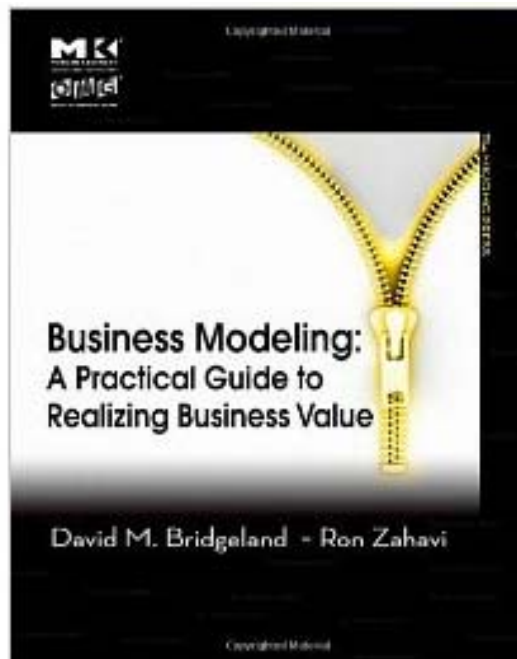*„sometimes discussions become too detailed"*

„sometimes we discussed a bit too long about details"

„classroom exercises were good but the following discussions sometimes where too long"

- Heterogenous group

- Going into depth sometime is necessary to understand

- But I will take the critique into consideration for future

Material

- „power point slides were not always enough"

Business Modeling: A Practical Guide to Realizing Business Value
David M. Bridgeland – Ron Zahavi

Strategic IT Management
Inge Hanschke
A Toolkit for Enterprise Architecture Management
Springer

Specifications of Standards: BPMN, UML, SBVR

Students' Feedback

> *„Enterprise Architecture as we learned in class is not done on that detail level in more than 90% of the swiss companies"*
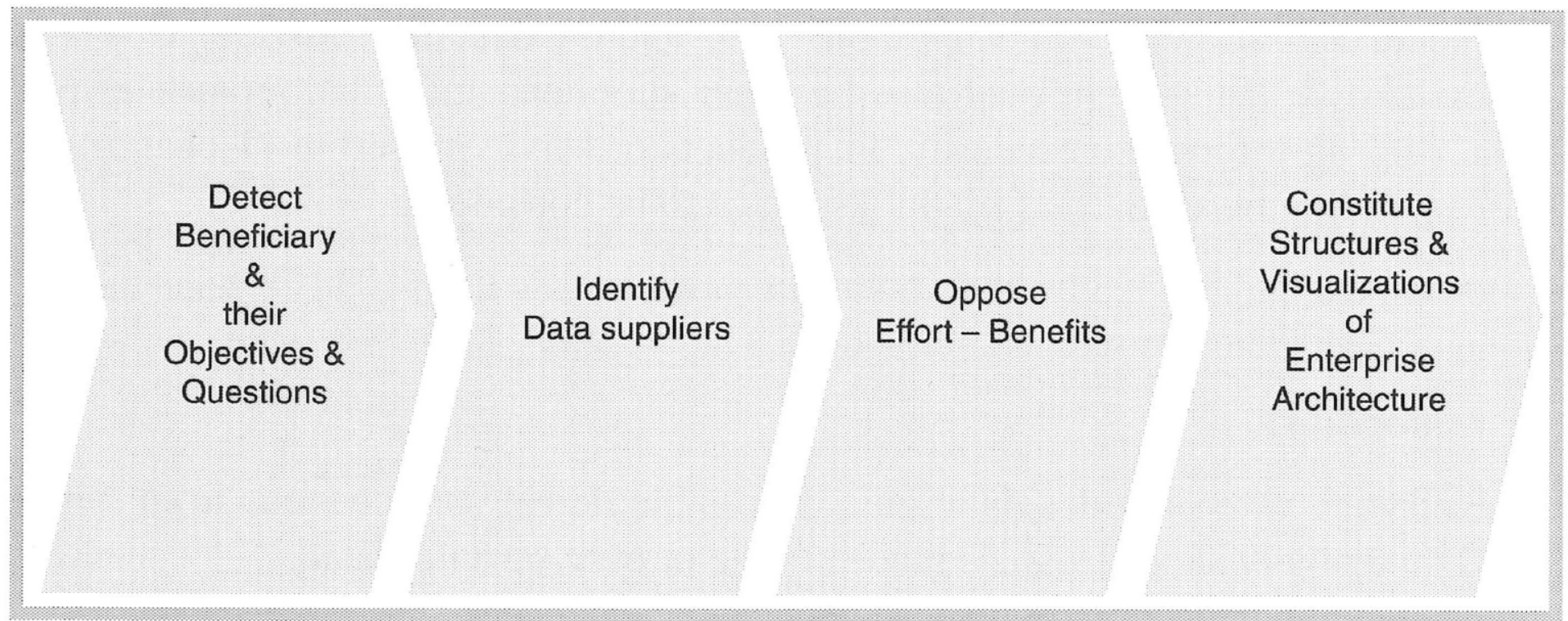
- Correct, but
  - ♦ A university study is an education not for the present time but for future
  - ♦ Companies have parts of an enterprise architectures
    - they do not call it EA but business process management, infrastructure plan, configuration data
    - distributed over different tools, files, …
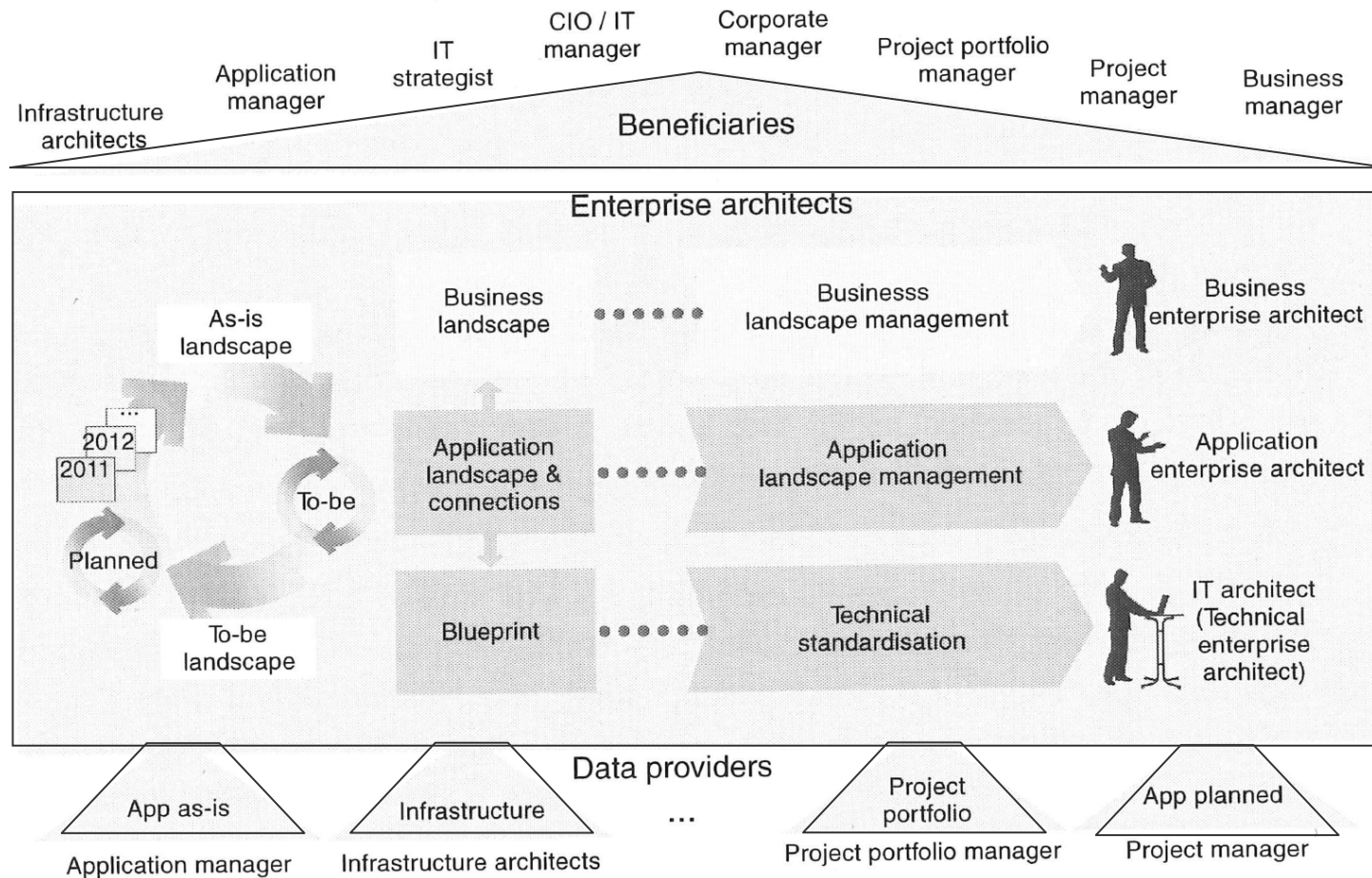
Students' Feedback

„One more presentation about designing business/process model and business rule to compare what I learn and what actually going on in practice"

- What about doing it today?

Deriving an Enterprise Architecture

Detect Beneficiary & their Objectives & Questions → Identify Data suppliers → Oppose Effort – Benefits → Constitute Structures & Visualizations of Enterprise Architecture

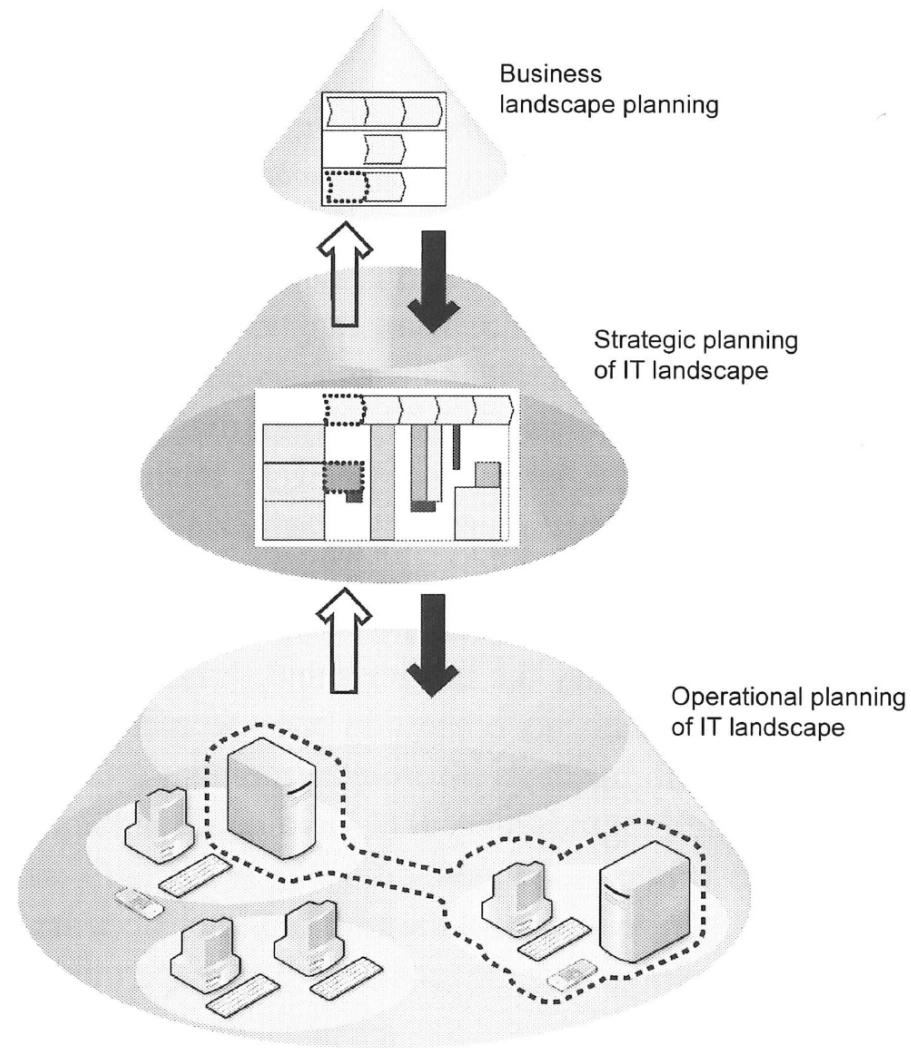# Perspectives on the Enterprise Architecture

(Hanschke 2010, p. 99)
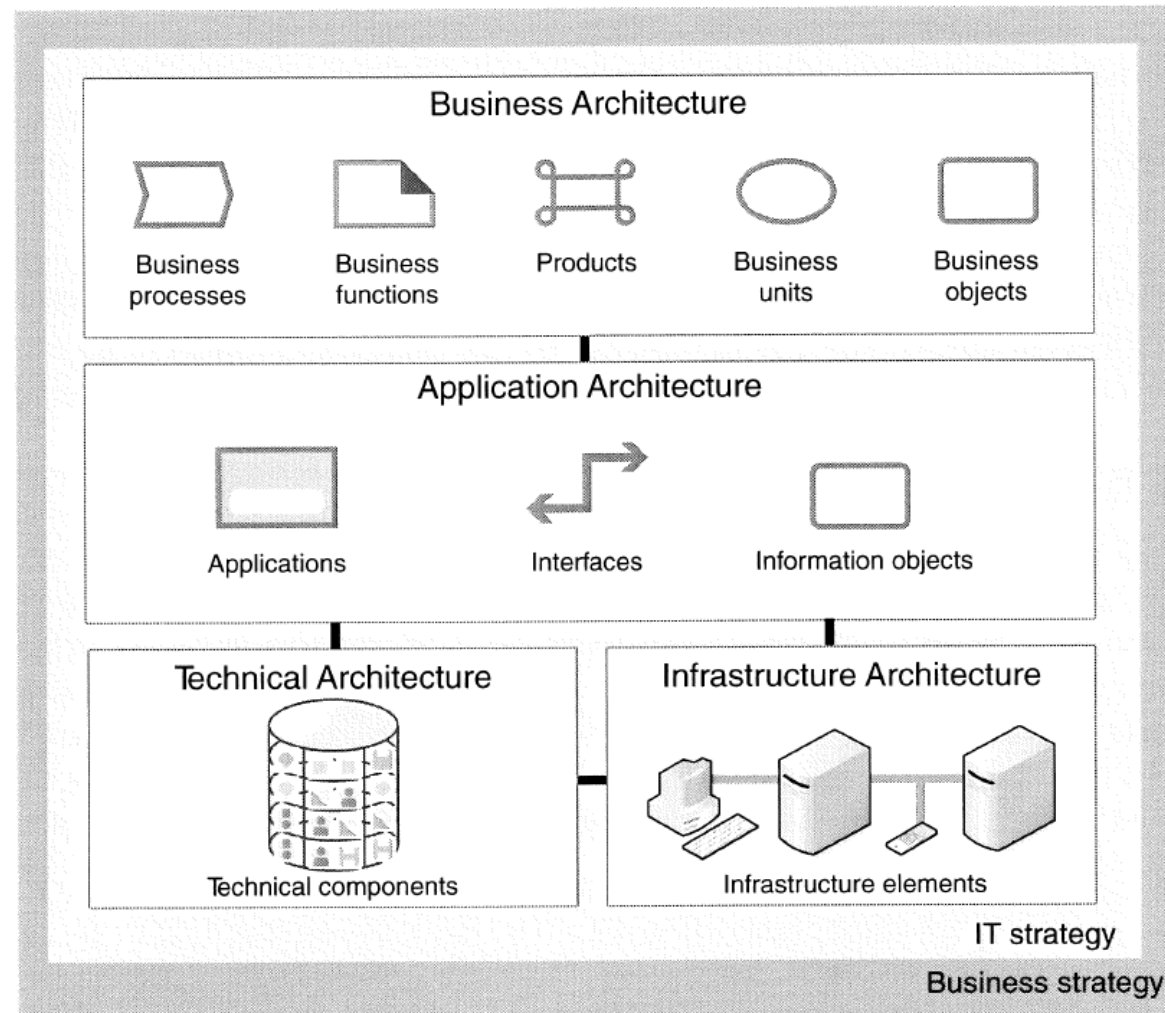
What Benefits does EAM deliver?

- Potential benefits can be identified by stakeholder analysis

  - ♦ Identify stakeholder who will potentially benefit

- Benefits is largely qualitative

- Benefits can be illustrated by presenting negative examples

  - ♦ „How can we find out the answer to this particular question with the documentation we have right now?"

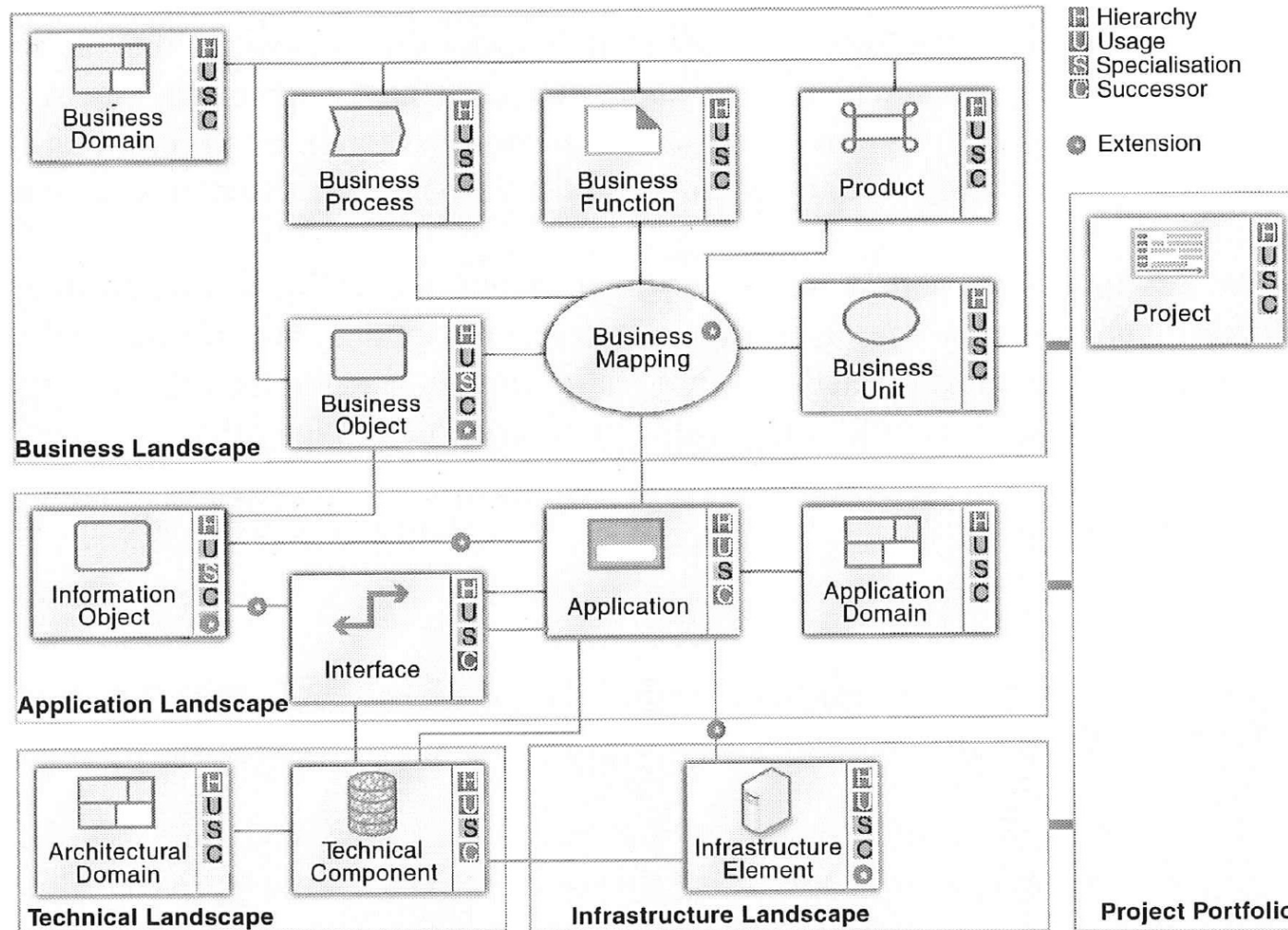# *Planning Levels of the Enterprise Architecture*

Business landscape planning

Strategic planning of IT landscape

Operational planning of IT landscape

(Hanschke 2010, p. 108)

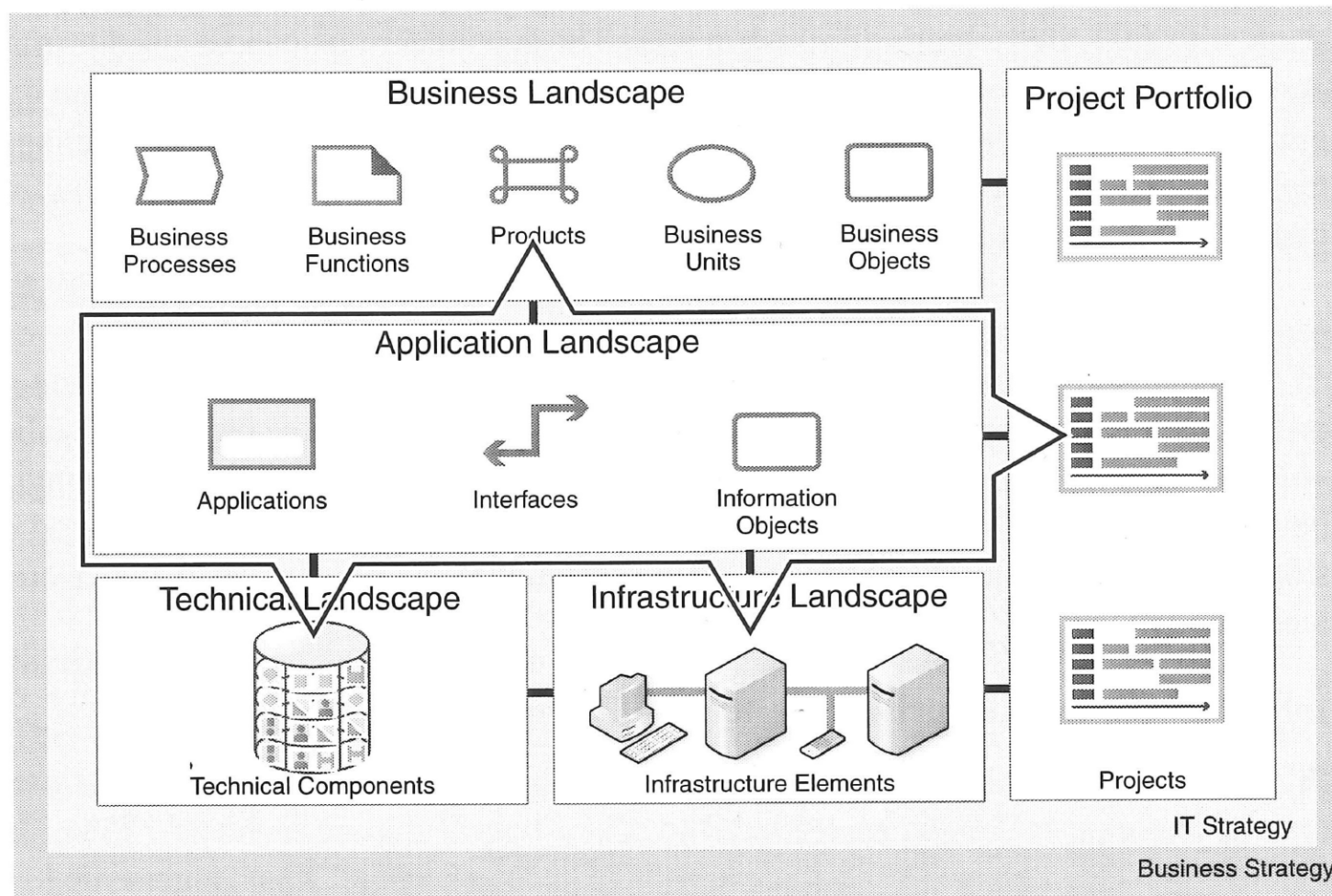# *Best Practice Enterprise Architecture*

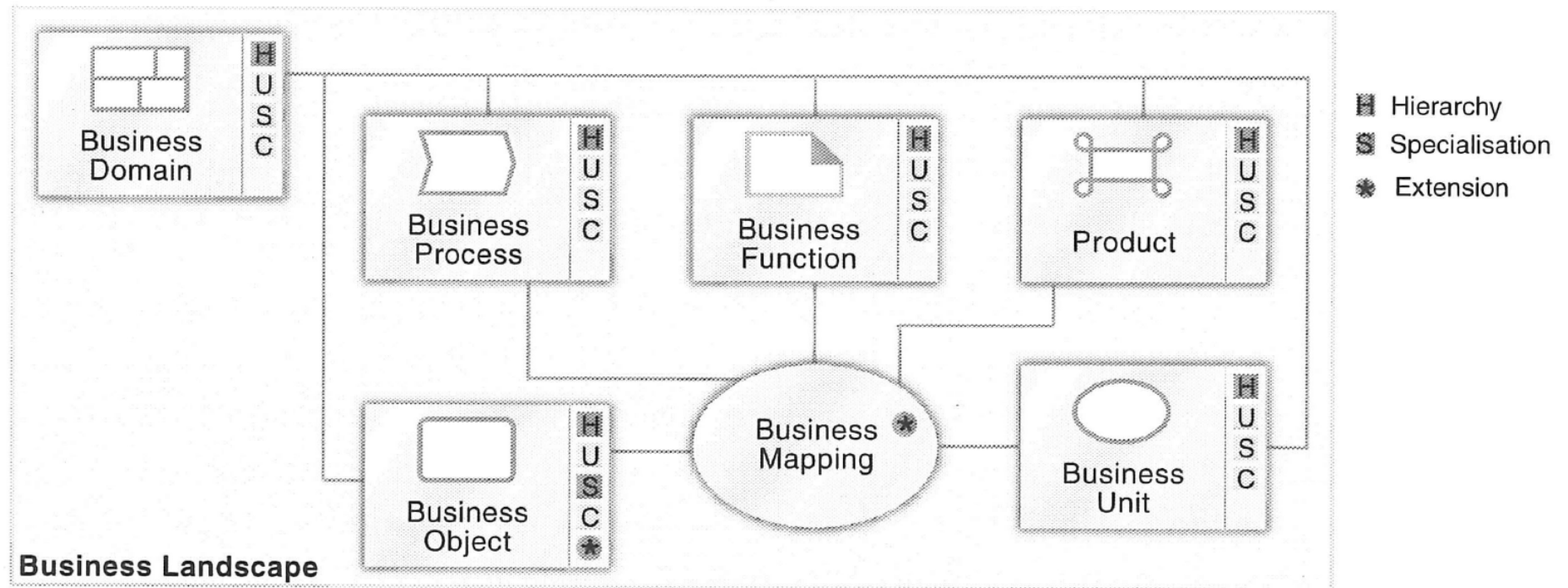# *Logical Data Model of the Best Practice Architecture*

All the building blocks can be linked by means of relationships

(Hanschke 2010, p. 125)

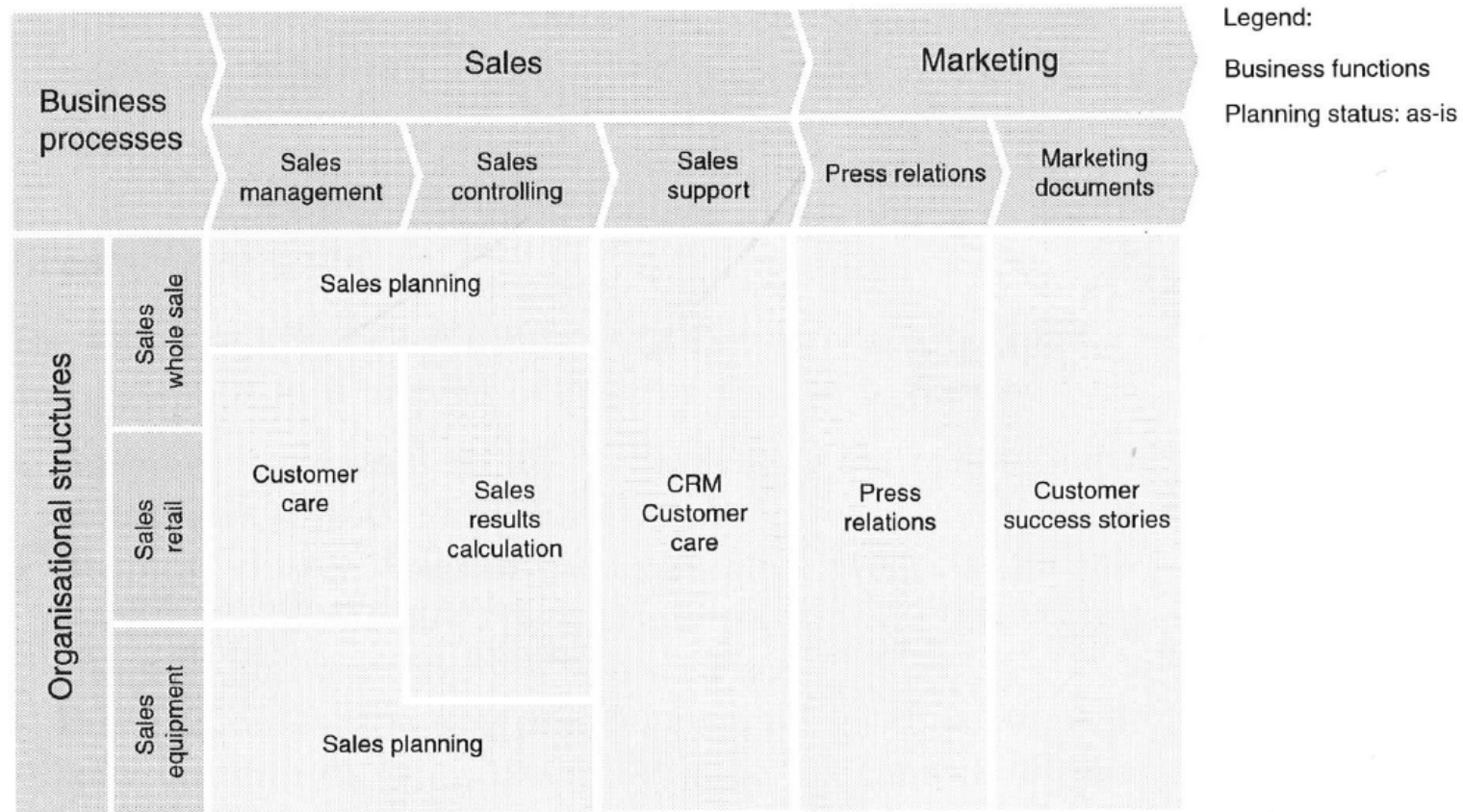# *IT Landscape Management*

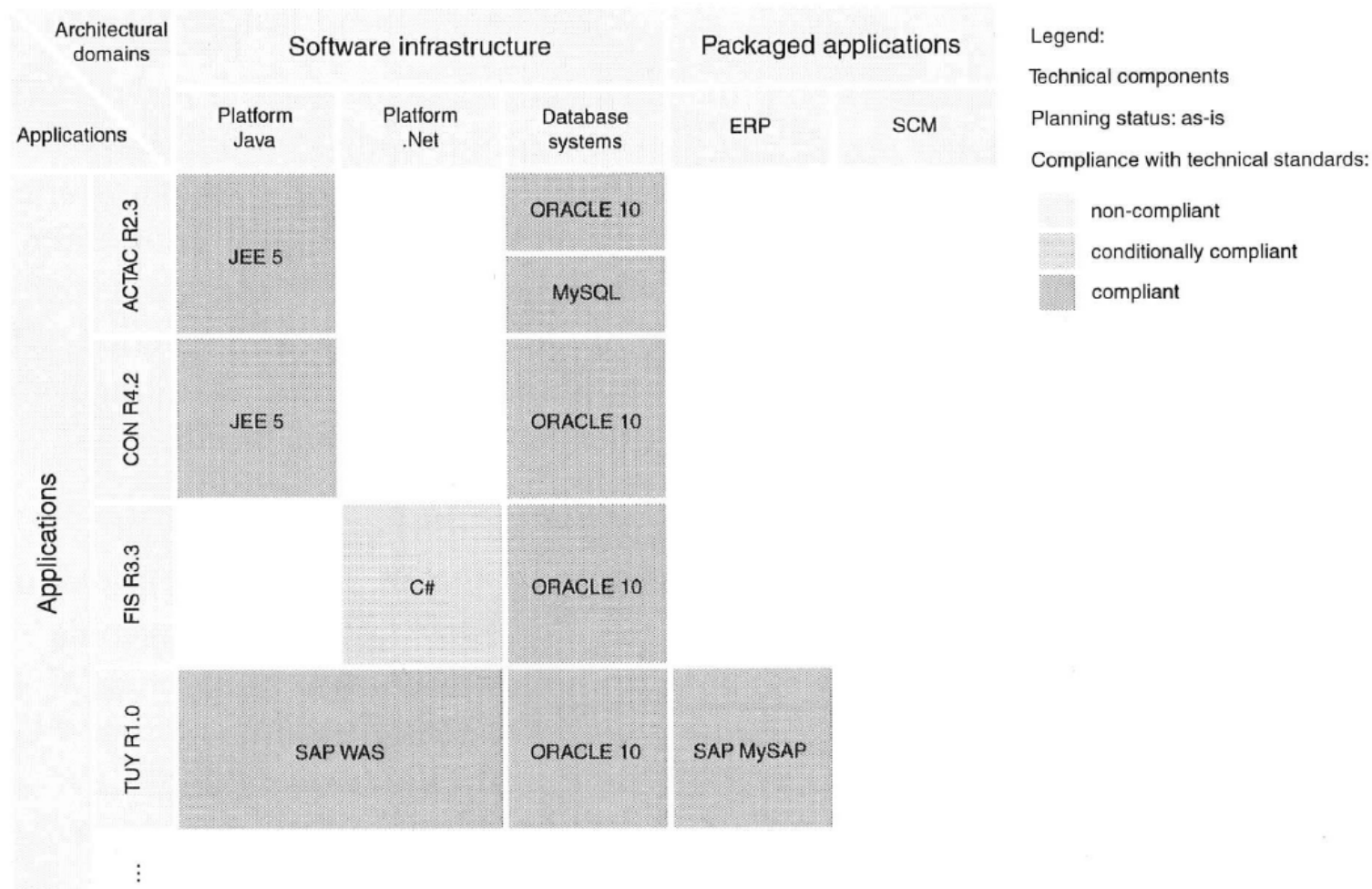# *Example Meta-Model of a Business Landscape*

All the building block can be linked by means of relationships

(Hanschke 2010, p. 91)

Example of a Business Landscape Diagram: Relating Business Functions to Processes and Organisation

Example of a Technical Landscape Diagram

Mapping Talbe between Business Objects and Business Processes

	Business processes
Business objects	Disposition · Production management · Factory planning · Resource planning · ...
	BP1 · BP2 · BP3 · BP4 · ...

Business objects		BP1	BP2	BP3	BP4
Sales order	BO1	R			
Production order	BO2	CUD	CUD	R	
Factory order	BO3			CUD	R
Stock location	BO4	R	R	R	
Goods receipt doc.	BO5			R	
Storekeeper	BO6				R
...	...				

CUD Create, Update, Delete
R Read

Example of a Process Map

Sales & Marketing
- Sales planning
- public relations
- Sales management
- Sales controlling
- ...
- ...
- Marketing documents
- Distribution

Engineering & Production
- Research
- Product engineering & management
- Production start-up
- Production planning
- Production management
- ...

Purchase
- Commodity purchase
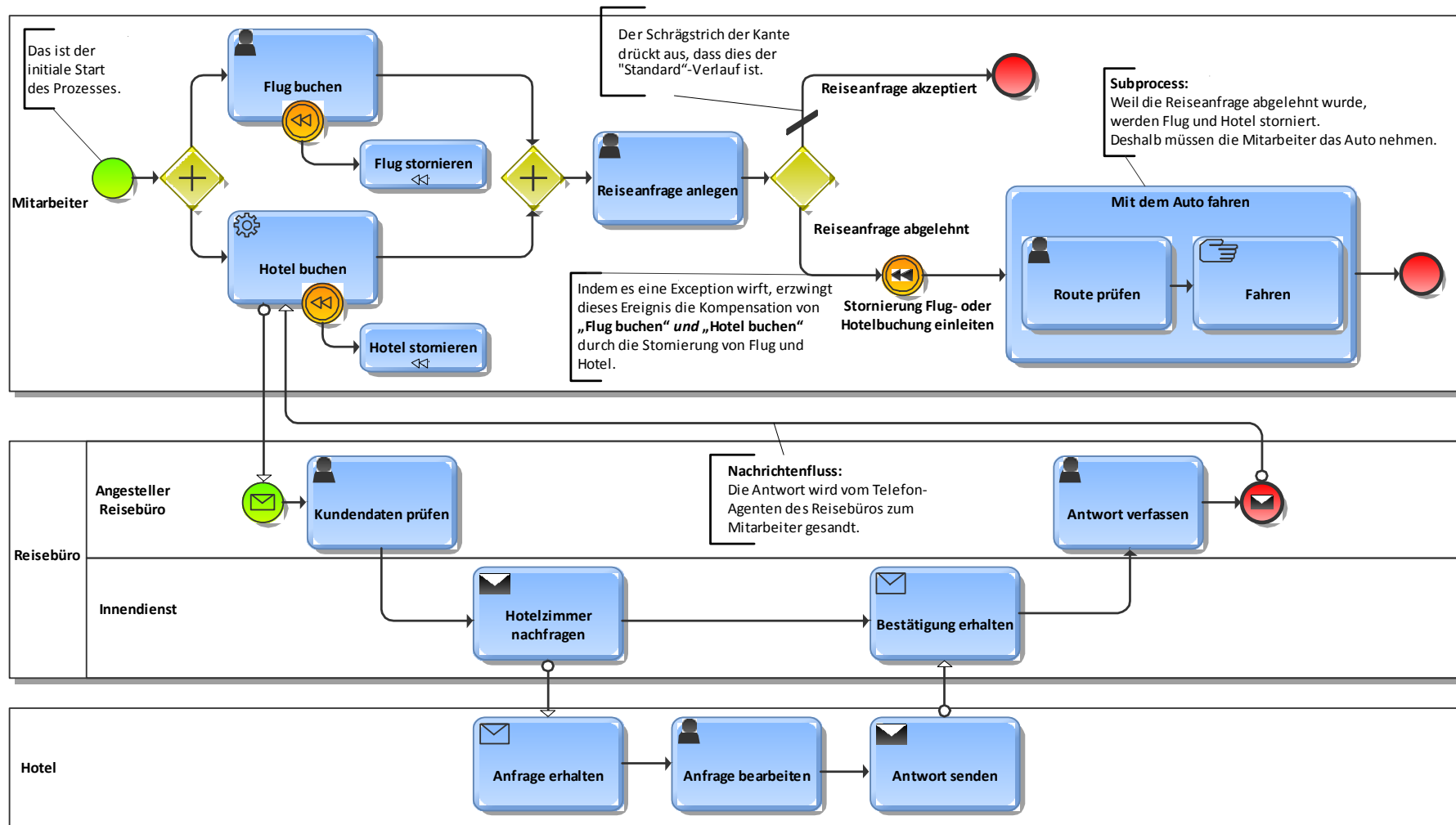- Vendor management

Supporing Processes
- Finance
- Controlling
- HR
- IT
- Legal
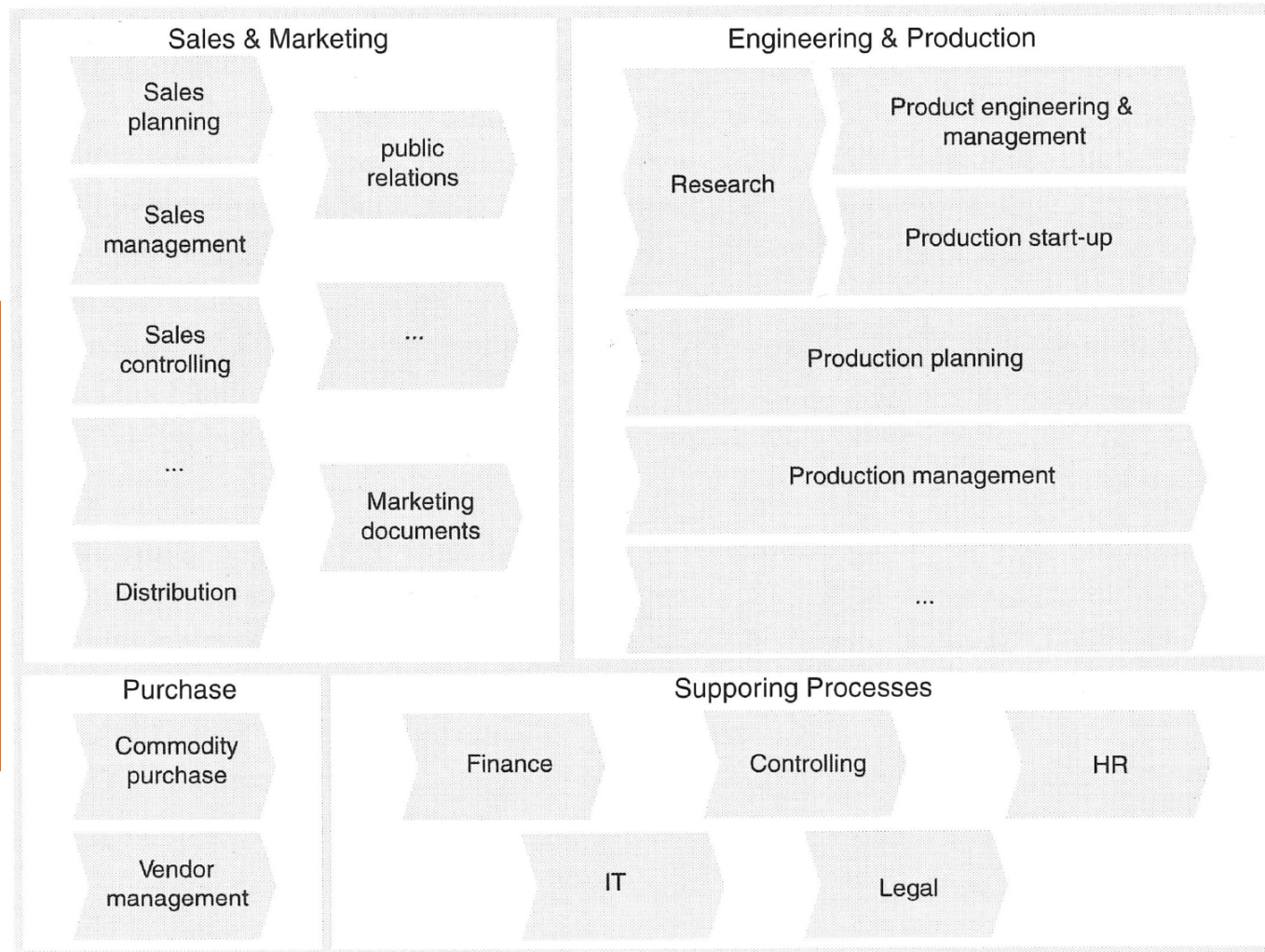
Hierachical relation between processes: On top-level there is a process map.
Each of the elements represents either
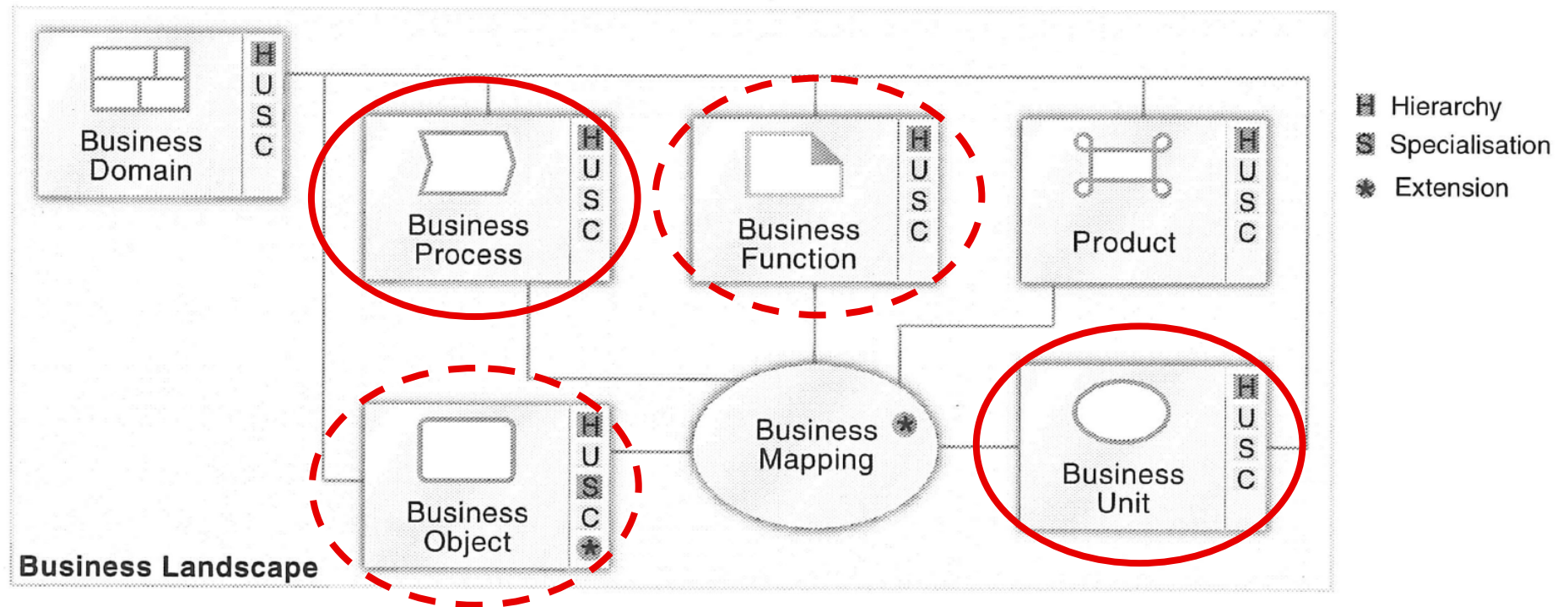- a more detailed process map or
- a process model

Example Business Process Model in BPMN

Das ist der initiale Start des Prozesses.

Der Schrägstrich der Kante drückt aus, dass dies der "Standard"-Verlauf ist.

Subprocess:
Weil die Reiseanfrage abgelehnt wurde, werden Flug und Hotel storniert.
Deshalb müssen die Mitarbeiter das Auto nehmen.

Indem es eine Exception wirft, erzwingt dieses Ereignis die Kompensation von „Flug buchen" und „Hotel buchen" durch die Stornierung von Flug und Hotel.

Nachrichtenfluss:
Die Antwort wird vom Telefon-Agenten des Reisebüros zum Mitarbeiter gesandt.

Mitarbeiter — Flug buchen, Flug stornieren, Hotel buchen, Hotel stornieren, Reiseanfrage anlegen, Reiseanfrage akzeptiert, Reiseanfrage abgelehnt, Stornierung Flug- oder Hotelbuchung einleiten, Mit dem Auto fahren (Route prüfen, Fahren)

Angesteller Reisebüro — Kundendaten prüfen, Antwort verfassen

Reisebüro / Innendienst — Hotelzimmer nachfragen, Bestätigung erhalten

Hotel — Anfrage erhalten, Anfrage bearbeiten, Antwort senden

Enterprise Architecture in Companies

■ Companies have parts of an enterprise architectures

♦ they do not call it EA but business process management, infrastructure plan, configuration data management

♦ distributed over different tools, files, …

■ There are tools usually covering parts of the enterprise architecture

♦ Business Process Management Systems, e.G. Adonis, ARIS

♦ Workflow Management Systems, e.g. Xpert.ivy

♦ Business Rules Management Systems. e.g. JRules

■ Some very broad tools, e.g. Enterprise Architect

Business Process Management deals with part of the Enterprise Architecture

All the building block can be linked by means of relationships

(Hanschke 2010, p. 91)
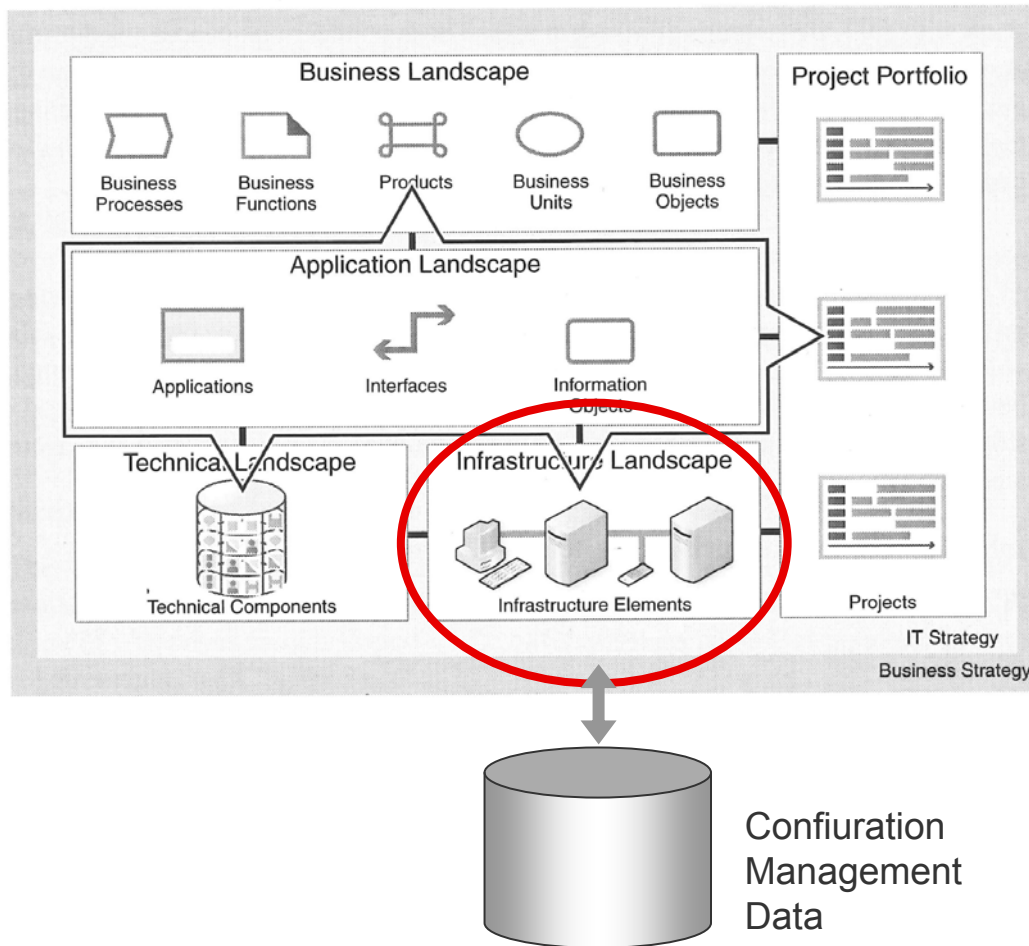
Enterprise Content Management: Relating Business Objects and Business Processes

We use this kind of mapping table to identify document lifecycles for
* **document management systems**

Infrastructure Management relates to Enterprise Architecture to Operational Data

■ **Configuration Management Database**

♦ contains all units of hardware, software, environment and services

■ **Infrastructure landscape relates these operational-level data with the applications**

Relation of Enterprise Architecture to other Modules

■ The module can be regarded as setting the ground for many other modules, e.g.

- ♦ Business Process Management
  - ● modelling and managing business processes and their context
- ♦ IT-Governance and Compliance Management
  - ● IT-Governance: Alignment of Business and IT
  - ● Compliance Management: Implementing regulation which can be modeled with business rules
- ♦ Knowledge Engineering
  - ● Making knowledge operational → logic, rules, ontologies