

# A Reassessment Of Enterprise Architecture Implementation

Every business and decision involves a certain amount of risk. Risk might cause a loss to a company. This does not mean, however, that businesses cannot take risks. As disengagement and risk aversion may result in missed business opportunities, which will lead to slower growth and reduced prosperity of a company. In today's increasingly complex and diverse environment, it is crucial to find the right balance between risk aversion and risk taking. To do this it is essential to understand the complex, out of the whole range of economic, technical, operational, environmental and social risks associated with the company's activities. However, risk management is about much more than merely avoiding or successfully deriving benefit from opportunities. Risk management is the identification, assessment, and prioritization of risks. Lastly, risk management helps a company to handle the risks associated with a rapidly changing business environment.

An enterprise architecture tries to describe and control an organisation's structure, processes, applications, systems and techniques in an integrated way. The unambiguous specification and description of components and their relationships in such an architecture requires a coherent architecture modelling language. Lankhorst and his co-authors present such an enterprise modelling language that captures the complexity of architectural domains and their relations and allows the construction of integrated enterprise architecture models. They provide architects with concrete instruments that improve their architectural practice. As this is not

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enough, they additionally present techniques and heuristics for communicating with all relevant stakeholders about these architectures. Since an architecture model is useful not only for providing insight into the current or future situation but can also be used to evaluate the transition from 'as?is' to 'to?be', the authors also describe analysis methods for assessing both the qualitative impact of changes to an architecture and the quantitative aspects of architectures, such as performance and cost issues. The modelling language presented has been proven in practice in many real?life case studies and has been adopted by The Open Group as an international standard. So this book is an ideal companion for enterprise IT or business architects in industry as well as for computer or management science students studying the field of enterprise architecture.

By and large, cost-effective information technology (IT) management is more about people, personal relationships, and corporate culture than it is about the technology itself. Simply put, IT doesn't work if you are surrounded by bad people and stupid processes in a deranged corporate culture. *IT's All about the People: Technology Management That Overcomes Disaffected People, Stupid Processes, and Deranged Corporate Cultures* explains how to achieve dramatic improvements in service and agility by enhancing the people, processes, and culture within your organization. It details the various roles within the technology management process and supplies authoritative insight into the realities of human behavior—including the range of best and worst behaviors from managers, executives, and corporate culture. Industry veteran Stephen J. Andriole explains the reason behind why many business cases fail and includes helpful insights on new governance models, organic transformation, guerilla budgeting, and open source software. Providing a fresh perspective on the old basics of IT

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management through a twenty-first-century lens, this book arms you with the methods needed to master the soft art of IT management as well as purchasing, deployment, and technological support.

A complete, comprehensive methodology and framework for adopting and managing a successful service oriented architecture environment Achieving Service-Oriented Architecture helps to set up an SOA Architecture Practice defining the policies, procedures, and standards that apply not just to IT developers but to the entire corporation as it relates to business applications. Why a new architectural approach is necessary for your business to achieve all the value SOA has to offer Focuses on setting up an enterprise architecture practice for service-oriented architecture Discusses the implementation and governance processes for SOA Defines and describes an overall architectural framework for managing SOA assets at an enterprise architecture level Shows how to set up and run an SOA Enterprise Architecture Practice using the methodology and framework presented Defining how an Architecture Practice can transform itself and your corporation to maximize the benefits of the SOA approach, Achieving Service-Oriented Architecture provides a pragmatic enterprise architecture approach and framework for implementing and managing service oriented architecture from a business organization and business practices perspective. Note: CD-ROM/DVD and other supplementary materials are not included as part of eBook file. The author developed Lightweight Enterprise Architecture (LEA) to enable a quick alignment of technology to business strategy. LEA's simple and effective framework makes it useful to a wide audience of users throughout an enterprise, coordinating resources for business requirements and facilitating optimal adoption of technology. Lightweight Enterprise

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Architectures provides a methodology and philosophy that organizations can easily adopt, resulting in immediate value-add without the pitfalls of traditional architectural styles. This systematic approach uses the right balance of tools and techniques to help an enterprise successfully develop its architecture. The first section of the text focuses on how enterprises deploy architecture and how architecture is an evolving discipline. The second section introduces LEA, detailing a structure that supports architecture and benefits all stakeholders. The book concludes by explaining the approach needed to put the framework into practice, analyzing deployment issues and how the architecture is involved throughout the lifecycle of technology projects and systems. This innovative resource tool provides you with a simpler, easily executable architecture, the ability to embrace a complex environment, and a framework to measure and control technology at the enterprise level.

Learn how to integrate well-known concepts, methods and processes from ITIL® and COBIT®, combining the best from each approach. IT4B is not about reinventing your favourite method, but putting it into the context of improvement and identifying any potential gaps. Written by service management experts with years of real-life experience, ensuring sensible, practical and effective advice. This book reads like a conversation on IT service management. Rather than reinventing traditional IT frameworks or methods, IT4B provides a coherent understanding of digital readiness for your enterprise. It offers insight and coaching, rather than ready-made advice. This book aims to: Use well-known service management concepts, methods and processes to focus on digital innovation; Promote a reuse-reduce-recycle approach to improve projects, rather than grow-expand-explode; and Use the IT4B framework as a lens that will guide all your projects. So what is IT4B? IT '4' for business is an acronym for the business

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community to use, and is intended to help the business side of a company determine whether their IT is 'aligned' or 'integrated' and what is missing. This book serves as a guide for the identification and the implementation of IT methods.

This book constitutes the refereed proceedings of the 12th IFIP WG 8.9 Working Conference on Research and Practical Issues of Enterprise Information Systems, CONFENIS 2018, held as part of the World Computer Congress, WCC 2018, in Poznan, Poland, in September 2018. The 12 full papers presented in this volume were carefully reviewed and selected from 28 submissions. They were organized in topical sections named: EIS management and case studies; data management and applications for EIS; collaborative and social interaction; and data access, security, and privacy.

"The only official study guide to CEA--the #1 vendor-neutral enterprise architecture certification Written and authorized by the FEAC Institute, FEAC Certified Enterprise Architect CEA Study Guide offers complete coverage of all the material on the Certified Enterprise Architect exam. This book features hands-on projects using all major frameworks and methodologies and also serves as a highly practical resource for today's enterprise architect responsible for commissioning, overseeing, and performing architecture work in the federal, defense, and commercial sectors. FEAC Certified Enterprise Architect CEA Study Guide covers all objectives on the Certified Enterprise Architecture exam Includes CD-ROM with CEA-oriented Practicums and an e-book Helps you master the topics and skills required to pass the challenging CEA exam Serves as a comprehensive reference on all components of an enterprise architecture Covers the proprietary Department of Defense (DoD) Architecture Framework 2.0 Contains realistic models that can be applied immediately by a practitioner

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regardless of the type of organization (government, civilian, commercial, etc.) Demystifies U.S. federal documentation to provide actionable methodologies and best practices to create and maintain successful EAs In-depth coverage: EA Basic Concepts; Enterprise Architecting; Planning the EA; Implementing the EA; Disseminating the EA; Maintaining the EA; Governing the EA; Using the EA; EA Modeling; EA in Government (FEA and FSAM); EA in Defense (DoDAF and Variants); EA in the Commercial Sector; EA Tools and Repositories; Case Study: Civilian Airport"--

This series offers a range of heretofore unavailable writings in English translation on the subjects of art, architecture, and aesthetics. Camus's description of the French hotel argues that architecture should please the senses and the mind.

"This book summarizes the state of the art in the emergent field of Corporate Environmental Management Information Systems, showing researchers, managers, engineers and information technology specialists how to develop and implement effective CEMIS"--Provided by publisher.

This book discusses business architecture as a basis for aligning efforts with outcomes. It views BA as complementary to enterprise architecture, where the focus of technological initiatives and inventories is to understand and improve business organization, business direction, and business decision-making. This book provides a practical, long-term view on BA. Based on the authors' consulting experience and industrial research, the material in this book is a valuable addition to the thought processes around BA and EA. The lead author has direct and practical experience with large clients in applying APQC capability framework for undertaking multiple enterprise-wide capability assessments.

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This book constitutes the refereed proceedings of the 6th International Joint Conference on e-Business and Telecommunications, ICETE 2009, held in Milan, Italy, in July 2009. The 34 revised full papers presented together with 4 invited papers in this volume were carefully reviewed and selected from 300 submissions. They have passed two rounds of selection and improvement. The papers are organized in topical sections on e-business; security and cryptography; signal processing and multimedia applications; wireless information networks and systems.

Why collaborative enterprise architecture? -- What is enterprise architecture -- What enterprise architects do: core activities of EA -- EA frameworks -- EA maturity models -- Foundations of collaborative EA -- Towards pragmatism: lean and agile EA -- Inviting to participation: eam 2.0 -- The next steps: taking collaborative EA forward.

Service-Oriented Computing. ICSOC/ServiceWave 2009 WorkshopsInternational Workshops, ICSOC/ServiceWave 2009, Stockholm, Sweden, November 23-27, 2009, Revised Selected PapersSpringer Science & Business Media

The rapid evolution of technical capabilities in the systems engineering (SE) community requires constant clarification of how to answer the following questions: What is Systems Architecture? How does it relate to Systems Engineering? What is the role of a Systems Architect? How should Systems Architecture be practiced? A perpetual reassessment of concepts and practices is taking place across various systems disciplines at every level in the SE community. Architecture and Principles of Systems Engineering addresses these integral issues and prepares you for changes that will be occurring for years to come. With their simplified discussion of SE, the authors avoid an overly broad analysis of concepts and

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terminology. Applying their substantial experience in the academic, government, and commercial R&D sectors, this book is organized into detailed sections on: Foundations of Architecture and Systems Engineering Modeling Languages, Frameworks, and Graphical Tools Using Architecture Models in Systems Analysis and Design Aerospace and Defense Systems Engineering Describing ways to improve methods of reasoning and thinking about architecture and systems, the text integrates concepts, standards, and terminologies that embody emerging model-based approaches but remain rooted in the long-standing practices of engineering, science, and mathematics. With an emphasis on maintaining conceptual integrity in system design, this text describes succinct practical approaches that can be applied to the vast array of issues that readers must resolve on a regular basis. An exploration of the important questions above, this book presents the authors' invaluable experience and insights regarding the path to the future, based on what they have seen work through the power of model-based approaches to architecture and systems engineering.

Corporations accumulate a lot of valuable data and knowledge over time, but storing and maintaining this data can be a logistic and financial headache for business leaders and IT specialists. Uncovering Essential Software Artifacts through Business Process Archaeology introduces an emerging method of software modernization used to effectively manage legacy systems and company operations supported by such systems. This book presents methods, techniques, and new trends on business process archeology as well as some industrial success stories. Business experts, professionals, and researchers working in the field of information and knowledge management will use this reference source to efficiently and effectively implement and utilize business knowledge.



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This book constitutes the first part of refereed proceedings of the 5th Computational Methods in Systems and Software 2021 (CoMeSySo 2021). The CoMeSySo 2021 Conference is breaking the barriers, being held online. CoMeSySo 2021 intends to provide an international forum for the discussion of the latest high-quality research results. The software engineering, computer science, and artificial intelligence are crucial topics for the research within an intelligent systems problem domain.

This book is open access under a CC BY 4.0 license "Francesca Billiani and Laura Pennacchietti draw brilliantly and with precision the evolution of the new architecture and of the national novel (with insights on translations of international novels), whose profiles had been shaped from different angles, especially in the 1930s. These two fields, apparently so distant one from the other, had never been analysed in parallel. This book does this and uncovers several points of contact between the two, spanning propaganda and theoretical turning points." —Chiara Costa and Cornelia Mattiacci, Fondazione Prada, Italy "This book shows convincingly how the arte di Stato during Fascism was created with the morality of a new novel as well as architecture. It is surprising to read how one of the representatives of State art, Giuseppe Bottai, is also one of the finest critics of realist novels and rationalist architecture. More than parallel endeavours, the system of the arts during the Fascist regime should be viewed as a series of intersections of cultural, political and aesthetic discourses." —Monica Jansen, Utrecht University, The Netherlands Architecture and the Novel under the Italian Fascist Regime discusses the relationship between the novel and architecture during the Fascist period in Italy (1922-1943). By looking at two profoundly diverse aesthetic phenomena within the context of the creation of a Fascist State art, Billiani and Pennacchietti argue that an

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effort of construction, or reconstruction, was the main driving force behind both projects: the advocated "revolution" of the novel form (realism) and that of architecture (rationalism). The book is divided into seven chapters, which in turn analyze the interconnections between the novel and architecture in theory and in practice. The first six chapters cover debates on State art, on the novel and on architecture, as well as their historical development and their unfolding in key journals of the period. The last chapter offers a detailed analysis of some important novels and buildings, which have in practice realized some of the key principles articulated in the theoretical disputes. Francesca Billiani is Senior Lecturer in Italian Studies and Director of the Centre for Interdisciplinary Research in the Arts and Languages at the University of Manchester, UK. Laura Pennacchietti is Research Associate in Italian Studies at the University of Manchester, UK.

This effective study guide offers comprehensive coverage of topics comprising the enterprise architecture body of knowledge. The book provides detailed coverage and lays out actionable methodologies and best practices to create and maintain successful EA models, artifacts and building blocks. It helps prepare readers to take any of the various EA certification exams and academic courses in enterprise architecture. This highly effective self-study guide offers comprehensive coverage of all topics in the enterprise architecture body of knowledge. Written by a team of experienced academics, practitioners, and professionals, the book takes a holistic look at the practice of enterprise architecture. You will get actionable methodologies and best practices and learn how to develop, deploy, and maintain successful enterprise architecture models, artifacts, and building blocks. Designed to help you prepare for certification, the Certified Enterprise Architect All-in-One Exam Guide also serves as an essential on-the-job

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reference. Coverage includes:

- Enterprise architecture foundation concepts
- Planning the enterprise architecture
- Enterprise architecture development, governance, and maintenance
- Defense frameworks
- Viewpoints and views
- The Zachman Framework
- The Open Group Architecture Framework (TOGAF)
- The Common Approach to Federal Enterprise Architecture
- FEAF2
- Comparison of frameworks
- Case Study integrated throughout the text
- And much more

This book contains a selection of articles from The 2014 World Conference on Information Systems and Technologies (WorldCIST'14), held between the 15th and 18th of April in Funchal, Madeira, Portugal, a global forum for researchers and practitioners to present and discuss recent results and innovations, current trends, professional experiences and challenges of modern Information Systems and Technologies research, technological development and applications. The main topics covered are: Information and Knowledge Management; Organizational Models and Information Systems; Intelligent and Decision Support Systems; Software Systems, Architectures, Applications and Tools; Computer Networks, Mobility and Pervasive Systems; Radar Technologies; Human-Computer Interaction; Health Informatics and Information Technologies in Education.

Ever-changing business needs have prompted large companies to rethink their enterprise IT. Today, businesses must allow interaction with their customers, partners, and employees at more touch points and at a depth never thought previously. At the same time, rapid advances in information technologies, like business digitization, cloud computing, and Web 2.0, demand fundamental changes in the enterprises' management practices. These changes have a drastic effect not only on IT and business, but also on policies, processes, and people. Many

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companies therefore embark on enterprise-wide transformation initiatives. The role of Enterprise Architecture (EA) is to architect and supervise this transformational journey. Unfortunately, today's EA is often a ponderous and detached exercise, with most of the EA initiatives failing to create visible impact. The enterprises need an EA that is agile and responsive to business dynamics. Collaborative Enterprise Architecture provides the innovative solutions today's enterprises require, informed by real-world experiences and experts' insights. This book, in its first part, provides a systematic compendium of the current best practices in EA, analyzes current ways of doing EA, and identifies its constraints and shortcomings. In the second part, it leaves the beaten tracks of EA by introducing Lean, Agile, and Enterprise 2.0 concepts to the traditional EA methods. This blended approach to EA focuses on practical aspects, with recommendations derived from real-world experiences. A truly thought provoking and pragmatic guide to manage EA, Collaborative Enterprise Architecture effectively merges the long-term oriented top-down approach with pragmatic bottom-up thinking, and that way offers real solutions to businesses undergoing enterprise-wide change. Covers the latest emerging technologies affecting business practice, including digitization, cloud computing, agile software development, and Web 2.0 Focuses on the practical implementation of EAM rather than theory, with recommendations based on real-world case studies Addresses changing business demands and practices, including Enterprise 2.0, open source, global sourcing, and more Takes an innovative approach to EAM, merging standard top-down and pragmatic, bottom-up strategies, offering real solutions to businesses undergoing enterprise-wide changes

This book constitutes the refereed proceedings of the International Workshops on Service-

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Oriented Computing, ICSOC/ServiceWave 2009, held in Stockholm, Sweden, in November 2009. The book includes papers of workshops on trends in enterprise architecture research (TEAR 2009), SOA, globalization, people, and work (SG-PAW), service oriented computing in logistics (SOC-LOG), non-functional properties and service level agreements management in service oriented computing (NFPSLAM-SOC 09), service monitoring, adaptation and beyond (MONA+), engineering service-oriented applications (WESOA09), and user-generated services (UGS2009). The papers are organized in topical sections on business models and architecture; service quality and service level agreements track; and service engineering track. This handbook is about methods, tools and examples of how to architect an enterprise through considering all life cycle aspects of Enterprise Entities. It is based on ISO15704:2000, or the GERAM Framework. A wide audience is addressed, as the handbook covers methods and tools necessary to design or redesign enterprises, as well as those necessary to structure the implementation into manageable projects.

This book constitutes the refereed proceedings of the 15th IFIP WG 8.1 International Conference on Informatics and Semiotics in Organisations, ICISO 2014, held in Shanghai, China, in May 2014. The 39 revised papers presented at the main conference were carefully reviewed and selected from 88 submissions. Additionally, 10 papers were selected for presentation at two workshops held in the framework of ICISO 2014. The papers have been organized in the following topical sections: organizational semiotics: theory and concepts; organizational semiotics and applications; finance and service science; enterprise architecture; modelling and simulation and decision making and knowledge management. The last two sections contain papers from the Workshop on e-Health, the New Frontier of Service Science

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Innovation and the International Workshop on Information Engineering and Management. Architectural education is under pressure to meet the demands of an evolving construction industry and to cater to the increasingly varied career destinations of graduates. How should architectural education respond to these professional challenges? How can students be better prepared for professional practice? These questions are the focus of this book, which brings together contributions from a wide range of authors, from both the UK and the USA, working in the fields of architectural education, architectural practice and educational research.

Continuous improvements in digitized practices have created opportunities for businesses to develop more streamlined processes. This not only leads to higher success in day-to-day production, but it increases the overall success of businesses. Enterprise Information Systems and the Digitalization of Business Functions is a key resource on the latest advances and research for a digital agenda in the business world. Highlighting multidisciplinary studies on data modeling, information systems, and customer relationship management, this publication is an ideal reference source for professionals, researchers, managers, consultants, and university students interested in emerging developments for business process management. Describes the principles and methodologies for crafting and executing a successful business-aligned IT strategy to provide businesses with value delivery.

In this IBM® Redbooks® publication we describe how to build an advanced business application from end to end. We use a fictional scenario to define the application, document the deployment methodology, and confirm the roles needed to support its development and deployment. Through step-by-step instructions you learn how to: - Define the project lifecycle using IBM Solution for Collaborative Lifecycle Management - Build a logical and physical data

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model in IBM InfoSphere® Data Architect - Confirm business rules and business events using IBM WebSphere® Operational Decision Management - Map a business process and mediation using IBM Business Process Manager - Use IBM Cognos® Business Intelligence to develop business insight In addition, we articulate a testing strategy using IBM Rational® Quality Manager and deployment options using IBM Workload Deployer. Taken together, this book provides comprehensive guidance for building and testing a solution using core IBM Rational, Information Management, WebSphere, Cognos and Business Process Management software. It seeks to demystify the notion that developing and deploying advanced solutions is taxing. This book will appeal to IT architects and specialists who seek straightforward guidance on how to build comprehensive solutions. They will be able to adapt these materials to kick-start their own end-to-end projects.

Addresses the field of enterprise systems, covering progressive technologies, leading theories, and advanced applications.

This important text provides a single point of reference for state-of-the-art cloud computing design and implementation techniques. The book examines cloud computing from the perspective of enterprise architecture, asking the question; how do we realize new business potential with our existing enterprises? Topics and features: with a Foreword by Thomas Erl; contains contributions from an international selection of preeminent experts; presents the state-of-the-art in enterprise architecture approaches with respect to cloud computing models, frameworks, technologies, and applications; discusses potential research directions, and technologies to facilitate the realization of emerging business models through enterprise architecture approaches; provides relevant theoretical frameworks, and the latest empirical

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research findings.

Architectural coordination of enterprise transformation (ACET) integrates and aggregates local information and provides different viewpoints, such as financial, structural, or skill perspectives to the respective stakeholder groups, with the aim of creating a consensus and shared understanding of an enterprise transformation among the stakeholders. Its core purpose is to inform decision-makers with both local and enterprise-wide concerns so that the overall transformation goals can be successfully pursued, i.e. reducing inconsistencies and including local decisions in the overarching goals. This book consists of three major parts, framed by an introduction and a summary. To enable readers to gain a better understanding of the issues involved in real-world enterprise transformations as well as the possible role of architectural coordination and the associated challenges, Part I provides an analysis of status quo of corporate ACET practice. Part II then continues with an exploration of the challenges facing ACET from a theoretical perspective. Based on these challenges, Part III then presents a collection of components for a possible design theory for ACET. Instead of an integrated method, this collection of components constitutes method fragments that can be arranged in different ways depending on the perspective taken, the actual enterprise architecture management approach, the enterprise transformation type and the transformation's context.

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