INTRODUCTION TO THE COURSE
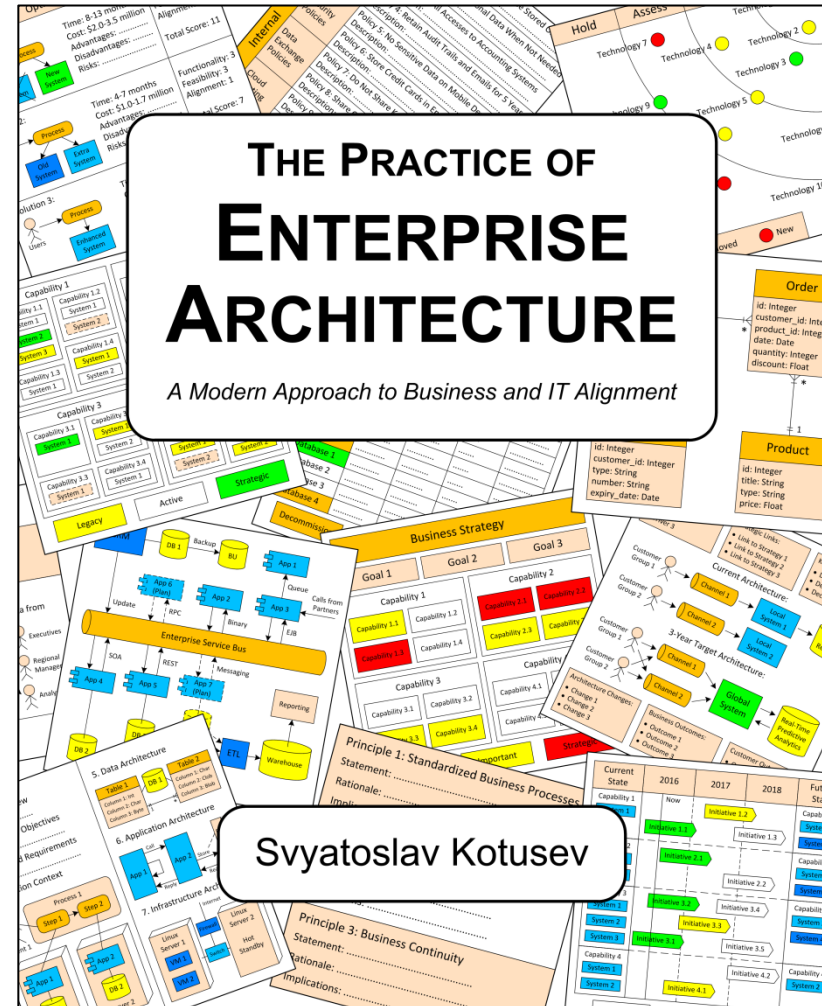
The Practice of Enterprise Architecture:
A Modern Approach to Business and IT Alignment

Svyatoslav Kotusev, PhD

The Book for the Course

This course is based on the book ***The Practice of Enterprise Architecture: A Modern Approach to Business and IT Alignment*** by Svyatoslav Kotusev and closely follows the structure of the book

THE PRACTICE OF
ENTERPRISE ARCHITECTURE

A Modern Approach to Business and IT Alignment

Svyatoslav Kotusev

The Subject of This Course

- The main subject of this course is what is now generally known as "enterprise architecture" (EA)

- In order to avoid the terminological inconsistencies existing around enterprise architecture, the subject of this course can be also defined simply as effective organization-wide information systems planning

- In other words, this course describes how global IT planning is carried out in modern organizations

More About the Subject

- Business strategy, enterprise modeling, system architecture and information systems themselves are not the subject of this course

- The real subject of this course is somewhere "between" these topics

- The subject of this course can be formulated as an effective translation of the organizational business strategy via using enterprise modeling techniques into the implementable system architectures of specific information systems

The Uniqueness of This Course

- The general attitude taken in this course makes it rather unique among numerous other EA courses

- The course represents the first deliberate attempt to provide a research-based, consistent and comprehensive description of EA best practices in their full complexity from both the conceptual and practical perspectives

- The course intends to analyze and describe existing EA best practices that proved effective in industry

- The course has a number of specific features distinguishing it from most other available courses on enterprise architecture

Based on Direct Empirical Evidence

- Based on a comprehensive analysis of the empirical evidence from real organizations with established EA practices

- Relies mostly on the first-hand evidence collected directly from numerous architects

- Reports on what has actually been discovered in multiple organizations practicing enterprise architecture

- All the essential conclusions are based on the original empirical research

Descriptive and Analytical Attitude

- This course is analytical and descriptive in nature

- Analyzes and documents the current EA best practices existing in industry

- Intends to describe EA practices in their full complexity

- Offers no quick recipes or easy answers to complex questions

- Does not speculate on how organizations must work, but describes what actually is

Describes Industry-Born Best Practices

- Describes authentic time-tested best practices in using enterprise architecture that were born in industry

- Presents the approaches that emerged, gradually matured and proved effective in organizations

- These approaches crystallized naturally out of the practical experience, successes and failures of numerous architects

- These approaches were not created artificially in any consulting companies or university labs

Practical and Conceptual Perspective

- Offers practical descriptions in real organizational terms as well as conceptual models explaining an EA practice

- Follows Kurt Lewin's famous saying that "there is nothing more practical than a good theory"

- Intends to present theoretically sound conceptual models of immediate value to down-to-earth EA practitioners

- On the one hand, deliberately avoids any discussions of pure philosophy irrelevant to practice

- On the other hand, provides a set of conceptual models intended to deepen the theoretical understanding of enterprise architecture

Systematic and Comprehensive

- Takes a holistic perspective and provides a systematic and comprehensive description of an EA practice

- Covers all practically significant aspects of an EA practice and their relationship with each other

- Considers an EA practice as a complex socio-technical system of interrelated actors, documents and processes

- Provides an end-to-end description of an EA practice including all important EA-related topics

Introduces Novel Conceptualizations

- Introduces brand new theoretical conceptualizations of enterprise architecture and an EA practice
- Attempts to reconceptualize the notion of enterprise architecture from scratch in order to align the theoretical understanding of EA practices to empirical realities

Reflects the Perspective of Organizations

- Discusses an EA practice from the perspective of organizations practicing enterprise architecture, rather than from the perspective of external consultants engaged by organizations to develop EA documents

- External EA consultants often treat consulting engagements as one-shot planning projects and get paid merely for producing some EA documents

- However, organizations can hardly get any business value simply from having some EA documents

- This course focuses on describing the perspective of organizations as the actual end users of enterprise architecture

The Intended Audience of This Course

- This course is intended for a broad audience, including EA practitioners, academics, students and all other people interested in enterprise architecture

- To EA practitioners it offers reasonable actionable suggestions for establishing successful EA practices

- To EA academics and researchers it provides a number of solid, research-based conceptual models explaining the notion of enterprise architecture

- To EA students and teachers it provides a sound introduction to the EA discipline

Materials for This Course

- The materials underpinning this course come from the extensive empirical research and literature analysis:

  - Analysis of more than 1700 EA publications and more than 500 earlier pre-EA publications

  - In-depth case studies of six large Australian organizations practicing EA for at least 3-5 years

  - Mini-case studies of 21 diverse Australian, New Zealand and international organizations

  - Mini-case studies of four EA consulting companies and four organizations with immature EA practices

  - More than 20 finalizing interviews with architects and EA academics where the resulting findings have been discussed, validated and confirmed

The Structure of This Course

- This course consists of three consecutive parts
- Part I (Introduction to Enterprise Architecture) - provides a general introduction to the concept of enterprise architecture and other relevant topics
- Part II (Enterprise Architecture Artifacts) - focuses specifically on EA artifacts as the core elements of an EA practice
- Part III (Other Aspects of Enterprise Architecture) - provides a high-level discussion of other important aspects of enterprise architecture and an EA practice

Part I

- Part I (Introduction to Enterprise Architecture) consists of seven lectures:
  - Lecture 1: Introduction
  - Lecture 2: The Concept of Enterprise Architecture
  - Lecture 3: The Role of Enterprise Architecture Practice
  - Lecture 4: Enterprise Architecture and City Planning
  - Lecture 5: The Dialog Between Business and IT
  - Lecture 6: Processes of Enterprise Architecture Practice
  - Lecture 7: IT Initiatives and Enterprise Architecture

Part II

- Part II (Enterprise Architecture Artifacts) consists of eight lectures:
  - Lecture 8: The CSVLOD Model of Enterprise Architecture
  - Lecture 9: Considerations
  - Lecture 10: Standards
  - Lecture 11: Visions
  - Lecture 12: Landscapes
  - Lecture 13: Outlines
  - Lecture 14: Designs
  - Lecture 15: The CSVLOD Model Revisited

Part III

- Part III (Other Aspects of Enterprise Architecture) consists of four lectures:
  - Lecture 16: Architects in Enterprise Architecture Practice
  - Lecture 17: Architecture Functions in Organizations
  - Lecture 18: Instruments for Enterprise Architecture
  - Lecture 19: The Lifecycle of Enterprise Architecture Practice

A Note on the Used Terminology

- The EA discipline suffers from the lack of a consistent, clearly defined and commonly accepted terminology

- Even more general terms like "business strategy" and "IT strategy" mean different things to different people

- It is impossible to stick with the one set of EA-related terms intuitively understandable to everyone

- However, the utmost care has been taken to achieve a solid terminological consistency within this course

- Listeners are encouraged to pay close attention to definitions of the key notions used in the course

- The titles of the most important concepts are capitalized

QUESTIONS?

Svyatoslav Kotusev, PhD

Full Teaching Pack Available on Request

The full teaching pack based on the books ***The Practice of Enterprise Architecture: A Modern Approach to Business and IT Alignment*** and ***Enterprise Architects: The Agents of Digital Transformation*** is available on request to the author (kotusev@kotusev.com)