Provisional Course Syllabus
FCBE MIS 3790 – Enterprise Architecture
Spring Semester, 2016
3.0 Credit Hours

Meeting 11:20 am – 12:45 pm, Tuesdays and Thursdays
FCB 259

Professor: Tom Stafford
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Office: FCB 324
Office Hours: 12:45 – 1:45 pm Tuesdays and Thursdays and
11:00 am – 12:40 pm, Mondays and Wednesdays

If you should need to meet at other times, I am always happy to make an appointment to meet whenever convenient.

Important Dates
January 19, First Day of Class
March 7-13, Spring Break
April 27, Last Day of Class
May 5, 8:00 am – 10:00 am. Final Exam.

Course Overview:
This is an Association for Information Systems model curriculum course, which introduces the fundamentals of enterprise architecture concepts and frameworks. It also explains the purpose and importance of enterprise architectures. It explores the planning, design, assessment, and management of enterprise architectures. Students learn various frameworks to assess and understand enterprise architectures. This course addresses the architectural challenges faced by organizations and some methods to help organizations overcome these challenges.

Please visit our Learning Assessment site to see the top level goals that drive the course planning process, so you’ll have a sense for how we’re trying to teach you these important technological skills. [http://www.fcbeassessment.net/BBA_assessment_fall08.htm](http://www.fcbeassessment.net/BBA_assessment_fall08.htm)
Catalog Description
Explores the design, selection, implementation and management of enterprise IT solutions; focus on applications and infrastructure and their fit with the business; introduction of strategies and frameworks for application portfolio and infrastructure management. Course prerequisites are MIS 2770 and MIS 2845, and a pre-and/or co-requisite is MIS 3210.

Required Texts (and Related Materials):

There will be 6 pedagogical case studies assigned for small group analysis and presentation. Half of the case studies assigned, as well as the Ross et al. chapters, are to be downloaded from Harvard Business School Press. The other half of the case studies, which are published in *Journal of Cases on Information Technology*, can be accessed at the University Library Digital Resource.


You will need to establish a student eCommerce account with Harvard in order to purchase their case studies and chapters. There is a link to the University Library on the eCourseware homepage for the class.

Case Studies
1) SAP’s Platform Strategy in 2006
   [Harvard Case](http://cb.hbsp.harvard.edu/cb/access/11465463)

2) Volkswagon of America
   [Harvard Case](http://cb.hbsp.harvard.edu/cb/access/11465463)

3) Strategic Transformation at Accenture
   [Harvard Case](http://cb.hbsp.harvard.edu/cb/access/11465463)

4) Building Enterprise Network Infrastructure for a Supermarket Chain
   *Journal of Cases on Information Technology* Vol 11, No 1, University Library

5) The Selection of the IT Platform
   *Journal of Cases on Information Technology* Vol 7, No 1, University Library

6) Designing for Service-Oriented Computing
   *Journal of Cases on Information Technology* Vol 9, No 1, University Library
Course Objectives

Enterprise Architecture is intended to familiarize the technology major with the nature of corporate telecommunications networks and the associated computer systems that they serve in the form of data stores, processing centers, application software, and input sources. More than a “networking” class, this course deals with holistic connections of system components in service of the corporate business objectives and will deal with the planning, implementation, and maintenance of such complex systems in support of the organizational objectives.

Learning Goals

Upon completing this course, students are expected know how to:
1. Define enterprise architecture and describe the basic components of an enterprise architecture
2. Identify and describe major enterprise architecture frameworks
3. Construct various architectural views including business process architectural view, business systems architectural view, data architectural view, applications architectural view, and technologies infrastructure architectural view
4. Identify and select a core of enterprise architecture components
5. Represent the interrelationships among these components
6. Assess and evaluate the implementation of an enterprise architecture

Topics Covered in the Course

Enterprise architecture frameworks
Data architecture
Application architecture
Process architecture
Technological infrastructure
Criteria for selecting enterprise architecture frameworks
Criteria for enterprise architecture assessment
Business continuity and contingency planning
Role of emerging technologies

Fogelman College: Learning Outcomes for Your Degree

Our mission is to offer business education for a diverse student population by teaching a rigorous and relevant business curriculum, supported and strengthened by research and community outreach. Our degree programs serve the workforce needs of the Mid-South region and beyond. Specifically, in order of emphasis,

We prepare students for leadership roles in a technology-driven and globally competitive marketplace.

The undergraduate program prepares students for successful careers in today’s technology-driven and globally competitive marketplace and for future graduate studies.
This course is designed in accordance with the overall learning objectives of the BBA program:

- [http://www.fcbeassessment.net/LearningOutcomes/BADegreeLearningOutcomes.pdf](http://www.fcbeassessment.net/LearningOutcomes/BADegreeLearningOutcomes.pdf)

**Accessibility Assistance**

Any student who anticipates physical or academic barriers based on the impact of a disability is encouraged to speak with me privately. Students with disabilities should also contact the campus Disability Resources for Students (DRS) office. DRS coordinates access and accommodations for students with disabilities.

Contacting the campus DRS offices:
Location: 110 Wilder Tower
Phone: 901-678-2880
Web: [http://www.memphis.edu/drs/](http://www.memphis.edu/drs/)

**Course Methodology**

*Academic integrity is expected and will be enforced.*

This course will be taught using a combination of narrated lectures, videos, discussion boards, case studies developed in small groups and posted to the course site, and exams. Students are responsible for all material covered in class and assigned text chapters. All participants are expected to take part in discussion groups related to module content and also related to case studies.

**Grading and Evaluation Criteria**

Over the semester, you will have a variety of opportunities to earn points towards your final (overall) letter grade in this course. This section of the syllabus describes the assessed work you will be doing and how overall (final) letter grades will be computed.
Summary of Graded Activities

Points earned on the assessed activities will be distributed as follows:

<table>
<thead>
<tr>
<th>Deliverable</th>
<th>Total Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Small group case study PowerPoint Presentations</td>
<td>20</td>
</tr>
<tr>
<td>Participation in online case study discussion</td>
<td>20</td>
</tr>
<tr>
<td>Midterm Exam</td>
<td>30</td>
</tr>
<tr>
<td>Final Exam</td>
<td>30</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>100 %</strong></td>
</tr>
</tbody>
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Case Studies

Students will work in small teams to investigate how to apply the principles and frameworks of enterprise architectures in organizations. There will be six cases on various aspects of enterprise architectures. The entire class will participate in online discussion of the cases, once they are posted. It will be the responsibility of the assigned case group to analyze and post the case study in time for class download and discussion.

Exams

The exams will consist of essay and applied questions, as well as an applied architecture mapping task.

Grading scale for the course:
A = 90 - 100%
B = 80 - 89%
C = 70 - 79%
D = 60 - 69%
F = below 60%
No +/- grades are given in this course

All submitted materials are screened for academic integrity.
Do your own work!

Tentative Outline

Week 2
Goikoetxea, Chapter 1 & 2 – Introduction, Impetus for EA
Ross et al. Chapter 2 – Defining the Operating Model

Week 3
Goikoetxea, Chapter 3 – The Business Process Architectural View
Week 4
Ross et al. Chapter 3 - Implementing the Operating Model
Case Study – Volkswagon of America (At Harvard Business Press for download).

Week 5
Goikoetxea, Chapter 4 – The Business Systems Architectural View
Case Study – Building Enterprise Network Infrastructure for Supermarket Store Chain

Week 6
Goikoetxea, Chapter 5 – Data Architectural View
Ross et al. Chapter 4 - Navigate the Stages of EA Maturity

Week 7: Midterms.

Exam and applied project case. Assigned Thursday, March 3 and available online any time until Sunday March 13, 11:30 pm.

You must attempt and complete it on the eLearn test utility within 120 minutes of initiating. Do not wait until the last moment to initiate, as the system may lock up; it has before with the flood of last minute work. This will be an essay format exam, with some multiple choice. Academic integrity will be expected and enforced.


Week 9
Midterm Return and discussion.
Case Study – Selection of the IT Platform

Week 10
Ross et al. Chapter 5 – Benefits of EA planning
Ross et al., Chapter 6 – Project Management Perspectives

Week 11
Goikoetxea, Chapter 6 – Applications Architectural View
Goikoetxea, Chapter 8 – Technology Architecture View

Week 12
Goikoetxea, Chapter 11 – Disaster Recovery
Case Study – Strategic Transformation at Accenture (At Harvard Business Press for download).

Week 13
Ross et al., Chapter 7 – Enterprise Architecture guide to Outsourcing

Week 14
Goikoetxea, Chapter 13 – The Department of Defense Architecture
Case Study – Designing for Service-Oriented Computing.
Week 15
Ross et al., Chapter 8 – Exploit your foundation for profitable growth.
Exam Review.

Last Class April 27, Wednesday.

Final Exam Schedule
The final exam for this class will be scheduled according to the Registrar’s academic calendar website. That date is May 5, 8:00 am – 10:00 am.

Course Policies

E-MAIL:
All students are required to maintain and access their University of Memphis (@memphis.edu) email account. You will receive all official course correspondence at this email account. Any inability to receive incoming mail in a timely fashion (e.g., not regularly checking your email, having a “full mailbox” condition, etc.) is the student’s responsibility.

Attendance:
Don’t miss class; it is the one thing – attendance -- that I have seen to be entirely predictive of performance on the student’s part. My A students are never the ones that skip class, in other words. The way the course is designed, you will not be able to assimilate the material sufficiently without hearing what I have to say about it, and sharing in discussion with me and your classmates.

Adding / Dropping:
If you have questions about adding or dropping classes, please refer to this page on the Registrar’s website.

Academic Integrity:
The University of Memphis has clear codes regarding cheating and classroom misconduct. If interested, you may refer to the Student Handbook section on academic misconduct for a discussion of these codes. Note that using a “Solutions Manual” is considered cheating. Should your professor have evidence that using a “Solutions Manual” has occurred, he/she may take steps as described on the campus’ Office of Student Conduct website. If you have any questions about academic integrity or plagiarism, you are strongly encouraged to review the Fogelman College's Website on Academic Integrity.

Participation:
To be successful in this course as a student, you must stay active and involved throughout the entire semester. Students are expected participate in all interactive aspects of the course. You should also regularly communicate with the instructor as part of your overall learning experience, check into the course frequently for announcements (usually on the course home page), and actively participate in class discussions.
All participants in the course should be considerate of the other course participants and treat them (as well as their opinions) with respect. The class will operate under the assumption that any and all feedback offered is positive in nature and that the intentions of the person(s) providing feedback are strictly honorable. Insensitivity in this area will not be tolerated.

**Late Assignments:**

Assignments and projects may be submitted anytime up to and including the date due. Please review all information in this syllabus and related “Course Activity Summary / Schedule” for all due dates for formally assessed work. If your work is not submitted on time, the instructor reserves the option to deduct up to 20% of the grade value for tardiness depending upon the circumstances and appropriate communication between the student and the instructor.

**Extra Credit:**

There is no extra credit offered in this course. Your final grade will be computed based on your work on the formal/assessed activities previously described in this syllabus.

**Reporting Illness or Absence:**

Due dates and deadlines have been established for each graded assignment. In this course, deadlines are taken very seriously. Please do not wait until the last day to submit assignments or to take quizzes and exams. If an emergency should arise, it is the student’s responsibility to contact the instructor prior to the deadline to discuss the matter. A deadline extension will be considered only if all of the following conditions are met:

1. Extreme emergency and
2. Instructor contacted prior to the due date.

**Inclement Weather:**

In the event that inclement weather requires the cancellation of classes at The University of Memphis, local radio and television media will be immediately notified. Additionally, The University of Memphis has established an Inclement Weather Hotline at 678-0888 as well as TigerText, an emergency alert text messaging service to students, faculty and staff. This optional service is used in the event of an on-campus emergency, an unscheduled university closing, or a delay or cancellation of classes due to, for instance, inclement weather. Click [Here](#) for information on TigerText.

**Syllabus Changes:**

The instructor reserves the right to make changes as necessary to this syllabus. If changes are necessitated during the term of the course, the instructor will immediately notify students of such changes both by individual email communication and posting both notification and nature of change(s) on the course bulletin board.

**Student Services**

Please access the [FCBE Student Services](#) page for information about:

- Students with Disabilities
- Tutoring and other Academic Assistance
- Advising Services for Fogelman Students
- Technical Assistance