

## Question 2

### Part A: Using Zachman framework to construct enterprise architecture

#### - What EA framework should SHAPE use?

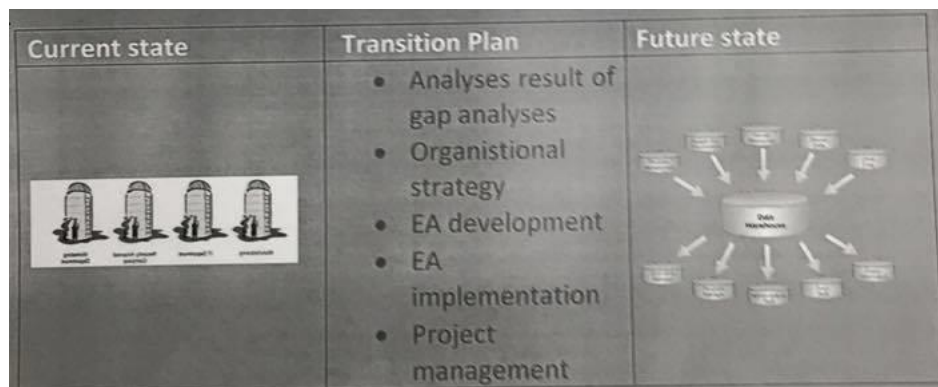
SHAPE needs to adopt a structured approach to the purchase of technologies to ensure the alignment of application portfolio with business strategy. If SHAPE is going to expand its business overseas, it needs to purchase new technologies to enable that expansion. In that case, SHAPE should adopt the Zachman framework.

#### - Why choosing Zachman framework?

- What are the goals and objectives of this framework?

The Zachman framework is an enterprise ontology, which is used to view and define an enterprise in a formal and structured way. As such, Zachman framework provides a holistic view of multiple stakeholders over the IS/IT infrastructure in order for architects to make investment decisions that would align the IS/IT portfolio with the strategic goals of SHAPE.

#### - What is the gap between the current architecture and future architecture? What is the transition plan?



### Part B: What the challenges associated with the Zachman framework?

#### - What are the problems with already-made framework?

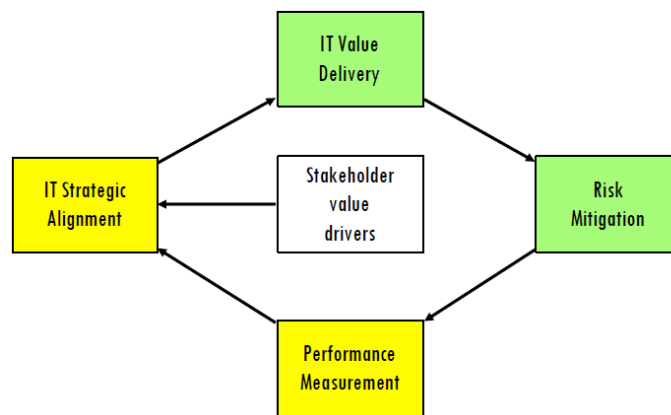
- SHAPE needs to invest time and resources to learn and get familiar with plug-and-play framework
- “Ready-to-use” means “one-for-all”. Such framework is designed for various situations and problems, which does not necessarily mean always effective.

#### - Top five challenges in adopting Zachman framework.

- **Where to start:** this is a great challenge for architects since there are several ways to begin to define the enterprise's taxonomy. Not all organizations have the same structures, processes and constraints thus choosing the right place to start (e.g. top-down, bottom-up and middle-out) is of significant importance. If SHAPE's architect have trouble with starting off the EAI, **they should hire external consultants** or industry practitioners who are competent at using Zachman framework and the industry to work in collaboration with them.
- **No transition planning:** Zachman framework is more an ontology than a methodology thus it does not provide a detailed solution for building a new EA. SHAPE's architects need to use Zachman framework in conjunction with other EA tools such as gap analysis and supply chain analysis in order to come up with an exhaustive blueprint for making investment on IS/IT.

### Question 3

#### - Focus areas of IT governance



IT governance considers two major factors:

- **IS/IT portfolio delivers value to the business.** This element is driven by the strategic alignment of IT with the business
- **IS/IT risks are lowered and mitigated.** This element is driven by embedded accountability into the enterprise.

#### - PMBOK (Project Management Body of Knowledge)

This is a widely used model, which contains best practices for managing projects—especially suitable for EAI. The PMBOK introduces five major process groups of a project:

- Initiating
- Planning
- Executing

- Controlling and monitoring
- Closing

And ten knowledge areas

- Project integration management
- Project scope management
- Project time management
- Project cost management
- Project risk management
- Project procurement management
- Project stakeholder management
- Project human resource management
- Project communication management
- Project quality management