Open University M.Sc. Technology Management – Ian Glossop

Enterprise Architecture Survey

[Should you feel there is insufficient space allowed to answer any question, further space may be found at the back of this questionnaire. Please indicate clearly to which question the response belongs.]

Contact details *Please supply a name by which you wish to be identified – this may be a pseudonym if you wish to remain anonymous. Please provide as many or as few contact details as you wish.*

Name (or pseudonym): _____

Country: _____ Industry: _____

E-mail: _____ Linked-In Profile: _____

About your professional role or job.

Description of your organisational role: (guideline 30 words)

Job title / role: _____

Job Description: _____

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Your view of Enterprise Architecture

How would you define the discipline, practice, activity or subject of “Enterprise Architecture”? (guideline 50 words)

Enterprise Architecture is … _____

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What are the purposes of Enterprise Architecture? What is it for? (Enter a '1' for the (single) primary or most important purpose, 2 for secondary purposes and a 'tick' or 'check' for others)…

Modelling the Enterprise: ____ Maintaining Enterprise Stability: ____

Improving Enterprise Coherence: ____ Informing Decision-Making: ____

Designing IT Systems: ____ Aligning IT (Delivery) to Business Needs: ____

Facilitating Organisational Change: ____ Improving IT Delivery: ____

Formulating Business Strategy: ____ Executing Business Strategy: ____

Developing IT or Technology Strategy: ____ Governing IT or Technology Development: ____

Developing Organisational Capabilities: ____ Developing Technology Capabilities: ____

Facilitating Software or IT Development: ____ Specifying Technology Acquisitions: ____

Assessing Proposed Change Impacts: ____ Aligning Business and Technology Strategies: ____

Other Purposes (please provide a short description of each):

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Your knowledge of / expertise in Enterprise Architecture

Please rate your EA knowledge / expertise on a scale of 1 to 5 where 1 = Novice and 5 = Expert

_____

Please qualify your EA education level (tick/check all that apply):

One or more training courses of a few weeks or less: ____

Several training courses plus a year or more of practical experience: ____

Five years or more of continuous professional development: ____

One or more years of formal postgraduate study at a recognised institution: ____

Academic research in Enterprise Architecture (or related subject) at a recognised institution: ____

A teaching position /professorship in Enterprise Architecture at a recognised institution: ____

Other EA or EA-related education (please describe): _____

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Please characterize your 'base' education (tick or check all that apply):

University degree (or similar) in:

Non-IT Physical Sciences / Engineering: ____ An IT-related subject – e.g. Computer Science: ____

Other Sciences / Engineering: ____ Business / Finance / Management (inc. MBA): ____

Mathematics / Logic / Philosophy: ____ Non-Business/Management Social Science: ____

Modern Languages: ____ Arts / Classics: ____

Other? (please identify): _____

Non-university-degree education (please describe): _____

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Other form of education (please describe): _____

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With which of the following methods / frameworks are you familiar?

Please rate you familiarity on a scale of 1 to 5 where 1 = basic awareness to 5 = expert knowledge, enter a 0 or leave blank for no awareness / knowledge.

Zachman:	____	TOGAF	____	FEAF:	____	DODAF:	____
MODAF:	____	(Barnard) EA[3]:	____	(Spewak) EAP:	____	Archimate:	____
NCC SAM:	____	SEAM:	____	Lean EA:	____	PEAF (Smith):	____
Gartner EAF:	____	SAP EAF:	____	Cap-Gemini IAF:	____	DEMO:	____
VPEC-T:	____	GERAM:	____	IDEF:	____	Ent. Engineering:	____
Oracle EAF:	____	IBM GS Method:	____	CSC Catalyst:	____	Graves' 'Real' EA:	____
DYA:	____	FFLV-GODS:	____	BCS/ISEB EA Model:	____		
Tapscott & Caston's Views:	____	Krutchen's 4+1 Views:	____				

Others? (Please identify and rate): _____

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In your view, (please rate on a scale of 1 to 5)

How important is the use of an EA Framework? (1=unimportant, 5=critically important): _____

How important is it to tailor or adapt the framework to the particular situation of the enterprise? (1=unimportant, 5=critically important): _____

Is your preferred/usual framework sufficient in itself or does it require to be supplemented with methods/techniques from elsewhere? (1=needs supplement, 5=self-sufficient) Please justify (guideline 50 words): _____ _____

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Characterising the Enterprise Architecture Discipline

In your view, which of the following aspects/features of Enterprise Architecture are definitive? (Please rate on a scale of 1 to 5 where 1 = superfluous/unnecessary to 5 = essential / definitive).

As-Is Modelling: ____ To-be Modelling: ____ Roadmapping: ____

Transitional Architectures: ____ Holistic approach: ____

Use of multiple 'Views': ____ Multiple Perspectives or Viewpoints: ____

Use of (one or more) formal modelling language(s) and/or conventions: ____

Development of a single, unified formal model: ____

Business Modelling (Organisation, Processes, Functions …): ____

[Business] Information Modelling: ____

IT Infrastructure (including Applications) Modelling: ____

Non-IT Technology Infrastructure Modelling: ____

Business Operations Modelling (inc. Operating Model development) : ____

Business Context / Environment Modelling: ____

Use of 'Patterns' and/or 'Building Blocks': ____

Use of Architecture Principles and Strategies: ____

Business Design and Change (including Transformation) Governance: ____

Technological Infrastructure (IT and Non-IT) Design and Development Governance: ____

Use of Technology (inc. Software) Standards and Evaluation: ____

Use of Systematic Technology Evaluation / Selection / Acquisition Processes: ____

Technological Environment/Context Modelling and Technology (IT and non-IT) Strategy: ____

Development Programme and Project Scoping and Planning: ____

Organisational Change and Innovation Scoping, Evaluation and Planning: ____

Development Programme Financial Planning: ____

Usage of Hierarchical Decomposition and Portfolio Management (Techniques): ____

Others? (Please identify and rate)

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How do you distinguish Enterprise Architecture activity from (IT or Non-IT) Solution Architecture or Design? (guideline: 50 words)

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How do you distinguish Enterprise Architecture from Programme Management or Project Management or Change Management – or any combination thereof?

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Where, in your view, does Enterprise Architecture fit in the panoply of organisational activities?
Is it a part of any of these traditional functional areas: Strategic Management, Financial Management, Human Resources Management, Operations Management, IT Management, Marketing Management etc.?

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Enterprise Architecture's Intellectual Inheritance

From which of the following older disciplines does Enterprise Architecture inherit, encompass or incorporate (concepts, principles, theories, models etc.)? (Please rate on a scale of 1 to 5 where 1 = little inheritance, 5 = concepts, models etc. largely taken over into EA and 0 = no inheritance) [If you are not familiar with any of these disciplines/theories please feel free to look them up on the Internet.]

Systems Thinking (generally) ____

Traditional (Hard) Systems Engineering	____	General Systems Theory	____
'Classical' Cybernetics	____	Operational / Operations Research	____
Socio-Technical Systems (Trist et al.)	____	Systems Dynamics (Forrester et al.)	____
Systems Dynamics (Senge)	____	Second Order Cybernetics	____
Soft Systems Methodology	____	Appreciative Systems (Vickers)	____
Viable Systems Method (Beer)	____	Critical Systems Heuristics (Ulrich)	____
Critical Systems Thinking (Jackson)	____	System-of-Systems Approach/Method	____
Viable Systems Method (Beer)	____	Critical Systems Heuristics (Ulrich)	____
Self-Producing Systems (Maturana)	____	Total Systems Intervention (Jackson)	____

Strategic Options Development and Analysis (Ackerman and Eden) ____

Learning Systems (Kolb, Lewin, Argyris, Schon et al.) ____

(General) Network Analysis ____

Notions of Modularity, Causality, Material, Information and Energy Flows ____

Systems Modelling, Influence Diagrams, Data-flow diagrams ____

Notions of Systems Decomposition, Open and Closed Systems ____

The "Data, Information, Knowledge, Wisdom" (or Action) Hierarchy ____

Theories distinguishing and relating Data and Information ____

Systems Coupling and Interaction Notions – Loose-Tight ____

Other "Systems Thinking" disciplines/flavours ? (please identify and rate)

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Are there any concepts, theories, principles, methods etc inherited from Systems Thinking you consider to be of particular importance – e.g. a “sociotechnical” perspective ? (please identify and justify why it is / they are of particular importance)

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Strategic Management (generally) ____

Traditional SWOT Analysis	____	Hierarchical Strategic Planning	____
Porter Value Chain Analysis	____	Porter 5-Forces Model	____
Porter Generic Strategies Model	____	Strategy Clock (Johnson & Scholes)	____
Resource Based View of the Firm	____	Capability Planning	____
Distinctive Capabilities	____	Dynamic Capabilities Theory	____
Core Competencies	____	Balanced Scorecard (Approaches)	____
Scenario Planning	____	Change Mngmt Models (Lewin-Kotter)	____
McKinsey 7S Framework	____	Cultural Web (Johnson & Scholes)	____

Resource Based View of the Firm	____	Strategic / Scenario Planning	____
Learning Organisation	____	Organisational Adaptation	____
Organisational Configurations	____	Emergent Strategy	____
Environmental Analyses (e.g. PESTEL)	____	Business Process Re-engineering	____
Business Process Management	____	Stages of Growth Model (Greiner)	____

Financial Management (generally) ____

Activity Based Costing	____	Real Options Analysis	____
Cost-Benefit Analysis, DCF, NPV etc.	____	Investment Appraisal, Capital Rationing etc.	____

Technology Strategy / Technology Management (generally) ____

Technology Trajectories	____	Technology Lifecycles	____
Dominant Design	____	Technology Strategic Planning (Chisea, Probert)	____
Technology Audit	____	Technology Portfolio Management	____
Actor-Network Theory	____	'Waterfall' Project Management	____
Dynamic Capabilities (Teece)	____	Corporate Coherence (Dosi, Teece, Winter)	____
Requirements Engineering	____		
Social Construction of Technology (Bijker, Pinch, et al.)			____

Information Technology Management (generally) ____

Applications Portfolio Management	____	Systems Development Lifecycle	____
(Full/Extended) Systems Lifecycle	____	Investment Appraisal, Capital Rationing etc.	____
IT Infrastructure 'Bricolage' (Ciborra)	____	Technological 'Frames' (Orlikowski)	____
Stages of Growth Model (Nolan)	____	IT Governance	____
Information Technology Eras (Earl)	____	Requirements Engineering / Management	____
ITIL Service Management (Delivery)	____	ITIL IT Infrastructure Management (IT Ops)	____
Information Systems (IS) / Information Technology (IT) Distinction			____
Information Infrastructures Design Theory (Hanseth)			____

Information and Data communications / Data Networks Theory (generally) ____

Shannon-Weaver Information Theory	____	ISO 7-Layer Model	____
Data-communication protocols	____	Integration Software Infrastructure	____

Operations Management (generally) ____

Notions of Processes and Transformations	____	Facilities Layout / Planning	____
Capacity Planning	____	Quality Assurance / Control	____
Statistical Process Control	____	Systematic Decision-Making	____
Product and Process Engineering	____	Forecasting and Production Planning	____
Just-In-Time/Throughput Planning	____	Reliability Engineering	____
Systematic Project/Change Management	____	Transition-to-Service Planning	____
Inventory Planning	____	Business Continuity Planning	____

Software Engineering (generally) ____

Modular Software Structures (Architectures)	____	S/W Loose Coupling Principle	____
Service Oriented Software Architectures	____	Stepwise Refinement	____
Separation of Data and S/W Functionality	____	Structured Data and Data Structures	____
Data Representation and Access Languages	____	Notions of Meta-Data and Master Data	____
Software Application Patterns – e.g. MVC	____	Software Integration Patterns	____
Agile / Rapid Project Management Methods	____	Modelling Techniques	____

Other disciplines ? (please identify and rate)

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Are there any concepts, theories, principles, methods etc inherited from the disciplines identified above you consider to be of particular importance – e.g. a “sociotechnical” perspective ? (please identify and justify why it is / they are of particular importance)

Enterprise Architecture Context

In you experience / expertise, which of the following are 'sister', subordinate or super-ordinate activities in an enterprise? Please rate according to the degree of interaction or involvement EA has with the activity where 1 = little interaction and 5 = intense interaction. Please rate the importance for success on a scale of 1 to 5 where 1 = unimportant and 5 = critical.

Activity	Superordinate	Sister	Subordinate	Importance
Programme Management	____	____	____	____
Project Management	____	____	____	____
Strategy Formulation	____	____	____	____
Risk Management	____	____	____	____
IT Operations / Service Delivery	____	____	____	____
Software Development	____	____	____	____
Corporate Governance / Compliance / Audit	____	____	____	____
Project Portfolio Management	____	____	____	____
Budget Planning / Management	____	____	____	____
Financial Management	____	____	____	____
Marketing Management	____	____	____	____

Is there any distinctive feature of Enterprise Architecture you feel distinguishes it from the other activities typically found in an enterprise, that serve to position it in the enterprise context?

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Any other observations you would like to make about the context in which enterprise architecture activities take place (or should take place) ?

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The Enterprise Architecture Description or Model

What in your view is the Enterprise Architecture Description or Model? Is it a) a collection of documents, b) a formal symbolic model with precise syntax, c) a collection of system diagrams of more-or-less presecribe forms, d) an assemblage of “rich pictures” e) some combination of these things or f) something else?

An Enterprise architecture Description or Model is … _____

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Modelled Components

Which of the following enterprise components do you consider to be important for a useable Enterprise Architecture Model? (Please rate on a scale of 1 to 5 where 1 = superfluous elaboration and 5 = essential). Which are fundamental, irreducible (atomic) types and which are composites (compounded from elements of different types)? Which may be (hierarchically) decomposed into sub-components of the same type (e.g. processes can be decomposed into sub-processes)?

Component Modelled	Importance	Atomic	Composite	Decomposable
Business Functions	____	____	____	____
Business (Work) Activities / Operations	____	____	____	____
Programmes (of Work)	____	____	____	____
Projects	____	____	____	____
Tasks	____	____	____	____
Roles	____	____	____	____
Organisation Units / Structures	____	____	____	____
Accountabilities	____	____	____	____
Business Capabilities	____	____	____	____

Responsibilities	____	____	____	____
Skills	____	____	____	____
Knowledge (elements)	____	____	____	____
Business / Organisational Values	____	____	____	____
Business Strategies	____	____	____	____
Market / Sales Projections	____	____	____	____
Financial Projections	____	____	____	____
Business Processes	____	____	____	____
Organisational Policies	____	____	____	____
Technology Strategies	____	____	____	____
Business Services	____	____	____	____
Enterprise Locations	____	____	____	____
Material (or Materiel) Flows	____	____	____	____
Energy Flows	____	____	____	____
Information / Data Flows	____	____	____	____
Information / Data Stores	____	____	____	____
Knowledge Flows and Repositories	____	____	____	____
Information / Data Structures	____	____	____	____
Information / Data Types	____	____	____	____
Information / Data Formats	____	____	____	____
Information / Data Costs / Investments	____	____	____	____
Information / Data Exchange Protocols	____	____	____	____
Technology Elements (inc. Software Components)	____	____	____	____
Technology Functions (inc. Software Functions)	____	____	____	____
Technology Services (inc. Software Services)	____	____	____	____
Technology Projections	____	____	____	____
Technology Types	____	____	____	____
“Actors” (Someone or something that acts)	____	____	____	____
“Socio-Technical Systems”	____	____	____	____
Technological Systems	____	____	____	____
Social Systems (Formal and Informal)	____	____	____	____
Actions	____	____	____	____

Concerns	____	____	____	____
Powers (Authorities) and Influences (Consultations)	____	____	____	____
Cultural Elements	____	____	____	____
Collaborations and Interactions	____	____	____	____
“Events”	____	____	____	____
Products/(Customer) Services	____	____	____	____
“Stakeholders”	____	____	____	____
Contracts / “SLA”s / “OLA”s	____	____	____	____

Others? (Please identify and rate)

Component	Importance	Atomic	Composite	Decomposable
_____	____	____	____	____
_____	____	____	____	____
_____	____	____	____	____
_____	____	____	____	____
_____	____	____	____	____

Please define the terms “Node” and “Network” as used in you preferred or usual style of modelling.

A ‘Node’ is … (guideline: 50 words) _____

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A ‘Network’ is … (guideline: 50 words) _____

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Modelled Relationships

Which of the following relationships between elements do you consider to be important for a useable Enterprise Architecture Model? (Please rate on a scale of 1 to 5 where 1 = superfluous elaboration and 5 = essential).

Model Relationship	Importance	Atomic	Composite	Decomposable
Comprises / Is composed of		____	____	____ ____
Groups / Is a group of		____	____	____ ____
Uses / Is used by		____	____	____ ____
Triggers / Is triggered by		____	____	____ ____
Consumes / Is consumed by		____	____	____ ____
'Owns' / Is assigned to		____	____	____ ____
Outputs to / Is input from		____	____	____ ____
Invokes / Is invoked by		____	____	____ ____
Authorises / Is authorised by		____	____	____ ____
Verifies / Is verified by		____	____	____ ____
Receives / Is received by		____	____	____ ____
Transmits to / Receives from		____	____	____ ____
Specializes to / Is a type of		____	____	____ ____
Realises / Is realised by		____	____	____ ____
Instantiates to / Is an Instance of		____	____	____ ____
Depends upon / Is depended on by		____	____	____ ____
Requires or needs / Is required or needed by		____	____	____ ____
Directs / Reports to		____	____	____ ____

Other Relationships? (Please identify and rate)

Relationship	Importance	Atomic	Composite	Decomposable
_____		____	____	____ ____
_____		____	____	____ ____
_____		____	____	____ ____
_____		____	____	____ ____

Please define the terms “Specialization Relationship” and “Realization Relationship” as used in you preferred or usual style of modelling.

A ‘Specialisation Relationship’ is where … (guideline: 50 words) _____

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A ‘Realisation Relationship’ is where … (guideline: 50 words) _____

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How would you define the notion of “Abstraction” as used in you preferred or usual style of modelling.

Abstraction is … (guideline: 50 words) _____

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Perspectives (Viewpoints) and Views

Which of the following viewpoints or perspectives (or category of views) do you consider to be important for a useable Enterprise Architecture Model? (Please rate on a scale of 1 to 5 where 1 = superfluous elaboration and 5 = essential). [Note: where the framework from which the viewpoint defined is identified this is only for clarity of the notion, it does not imply commitment to the rest of the framework.]

Business Views	____	Strategic Views (MODAF)	____
Operational Views (MODAF)	____	System Views (MODAF)	____
Information Views	____	Service Oriented Views (MODAF)	____
(Software) Application Views	____	'All' Views (MODAF)	____
Technical Standards Views (MODAF)	____	Technology (Infrastructure) Views	____
Acquisition Views (MODAF)	____	'Human' (Factors) Views (MODAF+)	____
'Introductory' Views (Archimate)	____	Organisation Views (Archimate)	____
Actor Cooperation Views (Archimate)	____	Business Function Views (Archimate)	____
Process Cooperation Views (Archimate)	____	Business Process Views (Archimate)	____
Product Views (Archimate)	____	S/W Application Behaviour Views (Archimate)	____
(IT) Infrastructure Views (Archimate)	____	S/W Application Cooperation Views (Archimate)	____
Information Structure Views (Archimate)	____	S/W Application Structure Views (Archimate)	____
Service Realization Views (Archimate)	____	(IT) Infrastructure Usage Views (Archimate)	____
Layered Views (Archimate)	____	(IT) Landscaper Map Views (Archimate)	____
'Application Views	____	'Technology' Views	____
(IT) Implementation and Deployment Views (Archimate)	____		

Other Viewpoints or View sets? (Please identify and rate)

Viewpoint, Description, Rating

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How would you distinguish between ‘Infrastructure Views’ and ‘Technology Views’ (or do you consider the terms to be synonymous)? How is technology strategy represented in your preferred set of views (or model or framework)? How is business strategy represented?

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To what extent should contingent, stakeholder-centric, arbitrary (not specified within the framework) views (based on the judgment of the architect) be used? (Rate on a scale of 1 to 5 where 1 means arbitrary views should be used very rarely and 5 means frequent use of arbitrary views). Why?

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‘Reference Models’

How would you define the notion of a ‘Reference Model’ – as used in you usual / preferred framework? What features distinguish a reference model from other parts of an Enterprise Architecture Descirption? How are reference models used? What is the relation of reference models to patterns or building blocks or composite types (used in the EA model or description)?

To what extent is the usage of reference models necessary or advisable? Rate on a scale of 1 to 5 where 1 = unnecessary and 5 = absolutely essential. Please justify you rating.

Enterprise Architecture Literature

Core Texts

Which of the following do you consider to be "core texts" (ie essential must-reads for anyone wanting to learn or understand EA, definitive of the discipline as a whole)? Please rate on a scale of 1 to 5 where 5 = absolutely core and definitive and 1 = useful, possibly idiosyncratic and unnecessary perspective.

"Enterprise Architecture as Strategy – Creating a Foundation for Business Execution", Ross, J.W., Weill, P. and Robertson, D.C., (2006) ____

"Enterprise Architecture Planning – Developing a Blueprint for Data, Applications and Technology", Spewak, S.H., Hill, S.C. (1992) ____

" An Introduction to Enterprise Architecture – Linking Business and Technology", Bernard, S.A., (2005) ____

"Enterprise Architecture at Work – Modelling, Communication and Analysis", Lankhorst, M. et al., (2004) ____

"Dynamic Enterprise Architecture – How to Make It Work", Wagter, R., van den Berg, M., Luijpers, J., & van Steenbergen, M., (2005) ____

"Enterprise Architecture – Using the Zachman Framework", O'Rourke, C., Fishman, N. & Selkow, W., (2003) ____

"Enterprise Architecture – Creating Value by Informed Governance", Op 't Land, M., Proper, E., Waage, M., Cloo, J., and Steghuis, C. (2009) ____

"Guide to Enterprise IT Architecture", Perks, C and Beveridge, A., (2001) ____

"Lost In Translation – A Handbook for Information Systems in the 21st Century", Green, N and Bate, C., (2007) ____

"Doing Enterprise Architecture – Process and Practice in the Real Enterprise", Graves, T., (2009)

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"Real Enterprise Architecture – Beyond IT to the Whole Enterprise", Graves, T., (2008) ____

"Building an Enterprise Architecture Practice – Tools, Tips, Best Practices, Ready-To-Use Insights", van den Berg, M. and van Steenbergen, M., (2006), ____

"An Introduction to PEAF – the Pragmatic Enterprise Architecture Framework", Smith, K., (2011)

____

"Coherency Management – Architecting the Enterprise for Alignment, Agility and Assurance", Doucet, G., Gøtze, J., Saha, P. and Bernard, S. (Eds.), (2011) ____

{The TOGAF Manuals / Website }, The Open Group, (2009) ____

{The Archimate Specification / Website }, The Open Group, (2011) ____

{The MODAF Manuals / Website }, The UK Ministry of Defence, (2010) ____

{The FEAF Manuals / Website }, The US Ministry of Federal CIO Council, (2010) ____

Other "Core Texts"? Please identify and rate.

{Title}, {Authors}, {Year}

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Seminal Papers

Which of the following papers do you consider to be seminal, and possibly definitive, of Enterprise Architecture? Please rate on a scale of 1 to 5 where 5 = seminal and definitive and 1 = useful, possibly idiosyncratic and unnecessary perspective.

Zachman, J.A., "A Framework for Information Systems Architecture", IBM Systems Journal, Vol. 26, No. 3, (1987). ____

Johnson, J.R., "Enterprise Analysis", Datamation, December, (1984). ____

Nolan, R.L, "Top-Down-Driven Architecture Design", Stage-By-Stage, Vol.8, No. 1,, (1988) ____

Venkatraman, N., "Research on MIS Planning: Some Guidelines from Strategic Planning Research", Journal of MIS, Vol.2, No. 3,, (1986) ____

Zachman, J.A. and Sowa, J.F., "Extending and Formalizing the Framework for Information Systems Architecture", IBM Systems Journal, Vol. 31, No. 3, (1992) ____

Beveridge, A. and Perks, C., "Blueprint for a Flexible Enterprise", Intelligent Enterprise, March, (2000).

____

Dietz,J. and Hoogervorst, J., "Enterprise Ontology and Enterprise Architecture – How to let them Evolve into Effective Complementary Notions", Journal of Enterprise Architecture, Vol 1, (2007).

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Jonkers, H., Lankhorst, M., Buuren, R.V., Hoppenbrouwers, S., Bonsangue, M and Torre, L.V.D, "Concepts for Modeling Enterprise Architectures", International Journal of Cooperative Information Systems, Vol 13 No. 3, (2004) ____

Weiss, S., Aier, S., & Winter, "Towards a Reconstruction of Theoretical Foundations of Enterprise Architecuture" in M. T. De Marco, *Information Systems: Crossroads for Organization, Management, Accounting and Engineering* (pp. 461-468). ItAIS: The Italian Association for Information Systems: Springer-Verlag, (2012). ____

Aier, S. and Schelp, J., "A reassessment of enterprise architecture Implementation" In Trends in Enterprise Architecture Research, pages 53-68, (2009) ____

Other (academic) papers you consider to be seminal, important or definitive for Enterprise Architecture? Please identify and rate.

{Title}, {Authors}, {Journal}, {Year}

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Are you a regular or occasional reader of

a) the Journal of Enterprise Architecture _____ or

b) Trends in Enterprise Architecture Research _____?

Enterprise Architecture Critique

Enterprise Architecture Deficiencies

Which of the following do you consider to be deficiencies in the way Enterprise Architecture is practised or the academic discipline of Enterprise Architecture? Please rate on a scale of 1 to 5 where 5 = serious deficiency and 1 = unimportant and minor gap.

Information Technology Centrism	____	Lack of Theoretical Basis	____
Neglect of non-IT Technologies	____	Software Centrism	____
Lack of Conceptual Coherence	____	Mechanistic View of Enterprises	____

Lack of Clear Subject Boundaries	____	Unboundedness of EA Activity	____
Lack of Clear Principles or Theories	____	Terminological Ambiguity	____
Disputatious Fundamental Notions	____	Lack of Consensus Knowledge-base	____
Absence of Academic Rigour	____	Lack of Referencing to Earlier Work	____
Unscientific Approach	____	Methods in Contention	____
Variable and Idiosyncratic Approaches	____	Excessive Bureaucracy	____
Lack of Social Science Inputs	____	'System' Design Focus	____
Absence of Cultural Factors	____	Lack of Proven Delivery / Efficacy	____
Software Production Focus	____	IT / Management Faddishness	____
Lack of Pragmatism	____	Lack of Professionalism	____
Lack of Continuous Improvement	____	Fragmented Research Community	____

Lack of Rigorous Knowledge Qualification ____

Lack of Integration with other disciplines ____

Lack of Quantitativeness and Simulation ____

Failure to Model 'People' Aspects of Enterprises ____

A Lack of Self-critique or Critical Thinking ____

A Lack of Praxis-Academe (Bidirectional) Feedback ____

Other Things Wrong (with Enterprise Architecture)? (Please identify, describe and rate).

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How would you categorise Enterprise Architecture as a discipline?

Pure, Hard Science	____	Applied Hard Science	____
Pure Social Science	____	Applied Social Science	____
An Engineering Discipline	____	A Craft Discipline	____
Pre-Scientific Heuristics	____	A Management Consultancy Fad	____
A Creative Art	____	A Form of (Organisational) Politics	____
An Emerging Profession	____		

An Emerging, Integrative, 'Cross-Functional' Academic Subject ____

Or some combination of the above, or something else ? Please describe…

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Please return the completed survey form to ea-survey@glomal.co.uk. All forms returned before midday on Monday 29th July 2013 will be included in the survey results.

Please tick or check here if you would like a (soft) copy of the survey results (returned to the email address given at the top of this form) _____

Thank-you for taking your time to complete this survey.

Are there any comments / observations you would like to make about Enterprise Architecture, its frameworks, methodologies, practices, theories etc. ? If so please use the following pages, which may also be used as additional space to answer the earlier questions if required.