

The Enterprise Engineering Series

Jan A.P. Hoogervorst

# Foundations of Enterprise Governance and Enterprise Engineering

Presenting the Employee-Centric  
Theory of Organization

 Springer

# Enterprise Governance And Enterprise Engineering The Enterprise Engineering Series

**Antonia Albani, David Aveiro, Joseph  
Barjis**



## **Enterprise Governance And Enterprise Engineering The Enterprise Engineering Series:**

**Foundations of Enterprise Governance and Enterprise Engineering** Jan A.P. Hoogervorst, 2018-03-23 This book outlines the important foundational insights for enterprise governance and enterprise engineering which are obviously provided by the social and organization sciences but also by other sciences such as philosophy and information technology It presents an employee centric theory of organization in order to secure enterprise performance and also to comply with moral considerations about society and human individuals This is necessary as prescriptions based on best practices or the best managed companies are often merely anecdotal faddish or controversial and based on unsubstantiated pseudo theories The book consists of four main chapters the first of which summarizes the importance of foundational insights for enterprises and explains the mutual relationships between the basic elements of enterprise governance and enterprise engineering Next chapter 2 explains the necessary philosophical foundations concerning knowledge truth language and human existence Subsequently chapter 3 describes the ontological foundation and the nature of society and enterprises as understanding their characteristics is a prerequisite for understanding and designing enterprises Finally chapter 4 approaches ideological foundations as beliefs and convictions as they create specific requirements for the design of enterprises In this way the book covers all the cornerstones of the employee centric theory of organization drawing on foundational insights The book is mainly intended for students specializing in areas such as business administration management and organization science governance and enterprise and information systems design However professionals working in these areas will also benefit from the book as it allows them to gain a deeper understanding of the theoretical foundations of their work and will thus help them to avoid strategic failures due to a lack of coherence and consistency between the various parts of their organization

*Enterprise Governance and Enterprise Engineering* Jan A. P. Hoogervorst, 2009-02-19 Achieving enterprise success necessitates addressing enterprises in ways that match the complexity and dynamics of the modern enterprise environment However since the majority of enterprise strategic initiatives appear to fail among which those regarding information technology the currently often practiced approaches to strategy development and implementation seem more an obstacle than an enabler for strategic enterprise success Two themes underpin the fundamentally different views outlined in this book First the competence based perspective on governance whereby employees are viewed as the crucial core for effectively addressing the complex dynamic and uncertain enterprise reality as well as for successfully defining and operationalizing strategic choices Second enterprise engineering as the formal conceptual framework and methodology for arranging a unified and integrated enterprise design which is a necessary condition for enterprise success Jan Hoogervorst's presentation which is based on both research and his professional background at Sogeti B V aims at professionals in management and consulting as well as students in management science and business information systems

**Practicing Enterprise Governance and Enterprise Engineering** Jan A.P. Hoogervorst, 2018-04-05 This book introduces explains and illustrates

the theories concepts and methods needed for sound enterprise engineering These are based on foundational insights specifically those concerning the employee centric theory of organization which are put into practice by coherently and consistently applying them to enterprise design and change The book consists of five main chapters the first of which emphasizes the importance of linking foundational insights with the enterprise engineering design science for practicing them in enterprise design within the scope of enterprise governance concerned with enterprise change Chapter 2 summarizes the necessary philosophical ontological and ideological foundations of enterprise design and change Subsequently chapter 3 outlines essential aspects of enterprise change and describes the relation between enterprise governance and the process of enterprise design while chapter 4 details the enterprise engineering design science and the actual enterprise design process its various perspectives and both its intermediate and final results Lastly chapter 5 illustrates in detail the application of all the process steps in a single extensive example In this way the book shows how all the cornerstones of enterprise design and change as well as the employee centric theory of organization can be applied The book is mainly intended for students in areas such as business administration management and organization science governance and enterprise and information systems design However professionals working in these areas will also benefit from the book as it provides them with all the elements needed for engineering enterprise design and details their application

**Enterprise Ontology** Jan L. G. Dietz, Hans B. F. Mulder, 2024-06-22 Enterprise ontology is one of the conceptual pillars of enterprise engineering next to enterprise design and enterprise governance together accomplishing the goals of intellectual manageability organisational concinnity and social devotion By revealing the essence of an enterprise s organisation enterprise ontology addresses business processes data and rules in a fundamental and truly integrated way In addition it provides deep insight into and broad overview over complex organisational transformations The book is divided into three parts Part I is an introduction in enterprise engineering and enterprise ontology Part II explores the theories underlying enterprise ontology explaining the foundations of each theory the elaborations in practical methods and techniques and the relationships with other comparable approaches Part III presents the practical application of the theories It includes a comprehensive summary of the DEMO methodology and the DEMO specification language as well as exercises and applications of DEMO in various business areas It also features a chapter on combining DEMO with comparable approaches to modelling business processes data and rules to the benefit of the latter This second edition comprises two major improvements driven by increased theoretical precision and further practical experience with DEMO One is the clear separation between documents or data sets and the files that carry them the other one is the re positioning of the input data in the action rules Discussing the theoretical foundations of enterprise ontology and its practical applications in equal measure this book is the principal textbook in courses on enterprise engineering Since it unites elements from management science and information systems engineering it is also relevant to students and professionals in either field **Advances in**

**Enterprise Engineering IV** Antonia Albani, Jan L.G. Dietz, 2010-06 This book constitutes the proceedings of the 6th International Workshop on Cooperation and Interoperability Architecture and Ontology CIAO 2010 held at the DESRIST 2010 conference in St Gallen Switzerland on June 4 2010 The 6 papers included in the book were carefully reviewed and selected from 13 submissions The topics covered are Enterprise Ontology Organizational Modeling and System Development

**Advances in Enterprise Engineering III** Antonia Albani, Jan Dietz, 2009-06-04 In the era of continuous changes in internal organizational settings and external business environments such as new regulations and business opportunities modern enterprises are subject to extensive research and study For the understanding design and engineering of modern enterprises and their complex business processes the discipline of enterprise engineering requires sound engineering principles and systematic approaches based on rigorous theories Along with that a paradigm shift seems to be needed for addressing these issues adequately The main paradigm shift is the consideration of an enterprise and its business processes as a social system In its social setting an enterprise and its business processes represent actors with certain authorities and assigned roles who assume certain responsibilities in order to provide a service to its environment Second to that a paradigm shift is to look at an enterprise as an artifact purposefully designed for a certain mission and goal The need for this paradigm shift along with the complexity and agility of modern enterprises gives inspiration for the emerging discipline of enterprise engineering that requires development of new theories and methodologies To this end the prominent methods and tools of modeling and simulation play a significant role Both conceptual modeling and simulation are widely used for understanding analyzing and engineering an enterprise its organization and business processes

**Enterprise Design Fundamentals** Jan L. G. Dietz, Hans B. F. Mulder, 2025-05-05 This textbook explains the fundamentals of Enterprise Design It emphasizes two separations of concerns when re-designing enterprises to keep the work intellectually manageable The first one is between function and construction thus between the enterprise business and the enterprise organisation The second one is between the essential model of the organisation the ontology of the enterprise and the implementation model With these two intellectual tools it is possible to conceive and put into effect any change in a manageable and responsible way To this end the book is divided into three parts Introduction Theories and Applications Part I contains the three introductory chapters In chapter 1 the reader is introduced to the discipline of Enterprise Engineering in which a design oriented view is taken toward organisations Chapter 2 discusses the often confused distinction between Enterprise Engineering and Enterprise Architecture and chapter 3 introduces Enterprise Design as one of the conceptual pillars of Enterprise Engineering Next Part II outlines the constituting theories of Enterprise Design Chapter 4 first provides an overview of all Enterprise Engineering theories and their position in a clarifying framework Then chapters 5 through 10 contain extended summaries of the theories that underly the notion of Enterprise Design Every chapter is divided in three parts foundations elaborations and discussions Eventually Part III is about the application of the theories Chapter 11 contains an extensive description of the DEMO Design

and Engineering Methodology for Organisations methodology specifically of the DAO method which guides the re design of enterprises In chapters 12 to 14 exercises are presented and discussed for the use of DEMO to the re design of enterprises These exercises in organisational redesign and digital transformation are particularly suited as course material In chapter 15 practical applications of DEMO in various industrial areas are reported In addition to a solid theoretical presentation of Enterprise Design this book also contains many exercises and examples of its practical application This combination makes the book perfectly suited for courses on Enterprise Design and Enterprise Engineering including DEMO as the principal methodology in Enterprise Engineering      **Digital Enterprises** Henderik A. Proper,Bas van Gils,Kazem Haki,2023-11-14

This book explores different aspects of and provides concrete suggestions to meet the three main challenges for becoming a Digital Enterprise the transition to the digital age the emergence of service ecosystems and the growing role of data as a key underlying resource As a result of these intertwined and mutually amplifying trends today s enterprises are confronted with several challenges that profoundly impact their design from the definitions of products and services offered to their clients via the business processes that deliver these products and services to the underlying IT infrastructure The contributions which are written by leading enterprise architecture researchers and managers of large corporations cover four key aspects which form each one part of the book Part I presents experiences how different enterprises currently already need to embrace and exploit new challenges like blockchain customer centric services or value co creation networks Part II looks at the need for a new design logic i e the need for new ways of thinking regarding the design of enterprises Part III is concerned with the coordination needed among different stakeholders of the ensuing continuous transformations Part IV eventually reflects on the ongoing consequences for enterprise modeling as used to capture both the current affairs of an enterprise as well as design study its possible future affairs The target audience of this book are both master and PhD level students who want to gain insights into key aspects of the challenges confronting digital enterprises as well as enterprise architects and information managers working in enterprises that are on their way to become digital      *The Enterprise Engineering Series* ,2009      **Advances in Enterprise Engineering VI** Antonia Albani,David Aveiro,Joseph Barjis,2012-05-02

This book constitutes the proceedings of the Second Enterprise Engineering Working Conference EEWC held in Delft The Netherlands during May 7 8 2012 EEWC aims at addressing the challenges that modern and complex enterprises are facing in a rapidly changing world The participants of the working conference share a belief that dealing with these challenges requires rigorous and scientific solutions focusing on the design and engineering of enterprises The goal of EEWC is to stimulate interaction between the different stakeholders scientists as well as practitioners interested in making enterprise engineering a reality The eight papers presented were carefully reviewed and selected for inclusion in the book EEWC 2012 had 20 submissions and accepted eight for publication The topics of the presented papers allowed for active participation in interesting discussions and exchange of ideas and stimulated future cooperation among the participants This

made EEWC a real working conference contributing to the further development of enterprise engineering as a mature discipline Topics covered include foundations of enterprise engineering enterprise control flexibility and governance and specifying value

**Enterprise Architecture** Martin Op't Land,Erik Proper,Maarten Waage,Jeroen Cloo,Claudia Steghuis,2008-12-03 This book is positioned as a first in a series of books on enterprise architecture needed for a Master of Enterprise Architecture program and is targeted both at university students and practitioners with a drive to increase their understanding of these fields As an introductory book this book aims to explore the concept of enterprise architecture At first glance writing such an introductory book might seem as a straight forward task of setting up a structure and filling in the blanks However writing this book turned out to be a pleasant journey of discovery Based on our past experiences each of us had a clear understanding of enterprise architecture based on several years of experience and insight in the field However when we started writing this book and each of us exposed our individual understandings it became apparent that our understanding of the field differed in several ways This prompted several discussions leading to an abundance of new insights Without exception these discussions took place in a pleasant and open atmosphere fueled by our shared drive for understanding and increased insight We are now even more convinced than before that the field enterprise architecture is a true multi disciplinary profession In the resulting book we would like to share our insights while also hoping to continue our discussions now also involving you as a reader We also realise that the journey is still far from complete While this introductory book provides an overview of the field of enterprise architecture from the perspective of our insights many aspects need further refinement

**Enterprise Engineering** Theo Janssen,2015-11-07 This book provides a fundamental and practical introduction to Enterprise Engineering demonstrating how to employ this approach to map the essence of an organization at the core level of internal cooperation It then explains how based on these insights organizations can benefit from opportunities for improvement that would have otherwise gone unnoticed Further the book explains how to adapt the structure of an organization to the needs of its management and offers valuable tools for improving and perfecting it along with guidelines on implementing profound and sustainable organizational changes The examples and cases it presents show an increase in efficiency of up to 70% and increases in productivity and sales performance of more than 40% once the flaws in an organization's structure have been identified and resolved

*Advances in Enterprise Engineering XII* David Aveiro,Giancarlo Guizzardi,Sérgio Guerreiro,Wided Guédria,2018-12-31 This book constitutes the proceedings of the 8th Enterprise Engineering Working Conference EEWC 2018 held in Luxembourg Luxembourg in May/June 2018 EEWC aims at addressing the challenges that modern and complex enterprises are facing in a rapidly changing world The participants of the working conference share a belief that dealing with these challenges requires rigorous and scientific solutions focusing on the design and engineering of enterprises The goal of EEWC is to stimulate interaction between the different stakeholders scientists as well as practitioners interested in making Enterprise Engineering a reality The 9 full papers and 3 short papers

presented in this volume were carefully reviewed and selected from 24 submissions They were organized in topical sections named on architecture on security and blockchain on DEMO and on teaching      **Global Business** Mehdi Khosrowpour, Information Resources Management Association, 2011-01-01 This multi volume reference examines critical issues and emerging trends in global business with topics ranging from managing new information technology in global business operations to ethics and communication strategies Provided by publisher      *Advances in Enterprise Engineering X* David Aveiro, Robert Pergl, Duarte Gouveia, 2016-05-21 This book constitutes the proceedings of the 6th Enterprise Engineering Working Conference EEWC held in Funchal Madeira Island Portugal on May 30 June 3 2016 EEWC aims at addressing the challenges that modern and complex enterprises are facing in a rapidly changing world The participants of the working conference share a belief that dealing with these challenges requires rigorous and scientific solutions focusing on the design and engineering of enterprises The goal of EEWC is to stimulate interaction between the different stakeholders scientists as well as practitioners interested in making Enterprise Engineering a reality The 12 full papers presented were carefully reviewed and selected out of 34 submissions The topics of the presented papers allowed for active participation in interesting discussions and exchange of ideas and stimulated future cooperation among the participants This made EEWC a real working conference contributing to the further development of Enterprise Engineering as a mature discipline Topics covered include Organization Implementation Value and Co Creation Evolvability Modelling Patterns and Viability and Foundations of Enterprise Engineering      Advances in Government Enterprise Architecture Pallab Saha, 2009 This resource is a compilation of chapters on government Enterprise architecture with the intention of informing professionals with different levels of enterprise architecture knowledge      *Design of Enterprise Systems* Ronald E. Giachetti, 2011-05-19 In practice many different people with backgrounds in many different disciplines contribute to the design of an enterprise Anyone who makes decisions to change the current enterprise to achieve some preferred structure is considered a designer What is problematic is how to use the knowledge of separate aspects of the enterprise to achieve a globally optimized enterprise The synthesis of knowledge from many disciplines to design an enterprise defines the field of enterprise engineering Because enterprise systems are exceedingly complex encompassing many independent domains of study students must first be taught how to think about enterprise systems Specifically written for advanced and intermediate courses and modules Design of Enterprise Systems Theory Architecture and Methods takes a system theoretical perspective of the enterprise It describes a systematic approach called the enterprise design method to design the enterprise The design method demonstrates the principles models methods and tools needed to design enterprise systems The author uses the enterprise system design methodology to organize the chapters to mimic the completion of an actual project Thus the book details the enterprise engineering process from initial conceptualization of an enterprise to its final design Pedagogical tools available include For instructors PowerPoint slides for each chapter Project case studies that can be assigned as long term



projects to accompany the text Quiz questions for each chapter Business Process Analyzer software available for download For students Templates checklists forms and models to support enterprise engineering activities The book fills a need for greater design content in engineering curricula by describing how to design enterprise systems Inclusion of design is also critical for business students since they must realize the import their decisions may have on the long term design of the enterprises they work with The book s practical focus and project based approach coupled with the pedagogical tools gives students the knowledge and skills they need to lead enterprise engineering projects

### **Advances in Enterprise**

**Engineering II** Erik Proper, Frank Harmsen, Jan Dietz, 2009-06-08 the virtually unlimited possibilities of modern information and communication technology Future enterprises will therefore have to operate in an ever more dynamic and global environment They need to be more agile more adaptive and more transparent In addition they will be held more publicly accountable for every effect they produce These challenges are traditionally addressed by black box thinking based knowledge i.e. knowledge concerning the function and the behavior of enterprises as contained in the organizational sciences Such knowledge is sufficient and perfectly adequate for managing an enterprise within the range of control However it is definitely inadequate for changing an enterprise In order to bring about changes white box based knowledge is needed i.e. knowledge concerning the construction and the operation of enterprises Developing and applying such knowledge requires no less than a paradigm shift in our thinking about enterprises since the organizational sciences are dominantly oriented toward organizational behavior based on black box thinking

### **Advances in Enterprise Engineering XIII**

David Aveiro, Giancarlo Guizzardi, José Borbinha, 2020-01-03 This book constitutes the proceedings of the 9th Enterprise Engineering Working Conference EEWC 2019 held in Lisbon Portugal May 2019 EEWC aims at addressing the challenges that modern and complex enterprises are facing in a rapidly changing world The participants of the working conference share a belief that dealing with these challenges requires rigorous and scientific solutions focusing on the design and engineering of enterprises The goal of EEWC is to stimulate interaction between the different stakeholders scientists as well as practitioners interested in making Enterprise Engineering a reality The 8 full papers and 3 short papers presented in this volume were carefully reviewed and selected from 22 submissions They were organized in topical sections on processes DEMO models and enterprise architecture and blockchain

### **Advances in Enterprise Engineering XVII**

Monika Malinova Mandelburger, Sérgio Guerreiro, Cristine Griffo, David Aveiro, Henderik A. Proper, Marianne Schnellmann, 2024-05-02 This book constitutes the refereed proceedings of the 13th Enterprise Design and Engineering Working Conference on Advances in Enterprise Engineering XVII EDEWC 2023 held in Vienna Austria during November 27-28 2023 Enterprise design and engineering aims to take an integrative and engineering oriented perspective to enterprise development management As such it considers enterprises as purposefully designed systems where all relevant aspects should be designed in coherence The new scope of EDEWC reflects the rapid increase in digitization of enterprises in the last decade This has resulted in a

substantial change in the nature and structure of enterprises which was the main focus of EDEWC 2023 The 5 full papers and 2 short papers included in this book were carefully reviewed and selected from 15 submissions

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