The Business Transformation Framework, Agile Project and Change Management

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INTRODUCTION

In order to restructure and make the global economy agile in a sustainable manner, the integration of business engineering related Agile Project and Change Management (for simplification in further text the term Project-Management will be used) mechanisms are fundamental. Project-Management transforms traditional business environments to become a part of the newly interconnected global economy (Trad & Kalpić, 2014b). An important factor in continuously transforming a business environment into an innovative and lean business engineering services-oriented environment are the roles of the Business Transformation Manager (for simplification in further text the term Manager will be used) and the needed business transformation framework that has Project-Management capabilities. These capabilities are also needed to support dynamic project management activities, in order to facilitate project management’s integration, manage critical success factors selection and risk assessment management. Project-Management must be used to schedule, manage, assert, govern, automate, trace, monitor and control the Business Transformation Project (for simplification in further text the term Project will be used) artefacts (Trad & Kalpić, 2015a; Trad & Kalpić, 2015b; Trad, 2015b). The Manager’s role is of crucial importance for the implementation phase of complex Projects; where his or her (for simplicity reasons the authors will use his/he in further text) project management decisions can be made in a just-in-time manner using outputs from the business environment’s existing events, monitoring, audits and logging systems. Unfortunately, an agile holistic approach for project management, change management and enterprise architecture is very complex to implement (Lee & Yong, 2010).

The Manager must have the needed Project-Management skills to handle the complex and chaotic technical implementation phase of Projects that are the major cause of very high failure rates (Cap Gemini, 2009). Therefore the implementations of business engineering resources in Projects require specific advanced Project-Management techniques and that are defined in the initial architecture strategy. A Project-Management curriculum must contain project management, combine management sciences, risk management, law assertion, enterprise architecture, team management, technology management and business engineering sections (Trad & Kalpić, 2016). Such a curriculum or a certificate of advanced studies program should contain project management, engineering, risk assessment and technology and enterprise architecture topics. For this specific goal the Institute of Business and Information Systems’ Transformation Management (IBISTM) has developed: a) a real world framework; b) an education curriculum; c) a training syllabi; and d) a set of certification programmes, to support Managers and hence Projects (IBISTM, 2016a).

This research proposes the Project-Management component that is a part of the Project management (Pm) module and this module is in turn a
part of the Selection management, Architecture-modelling, Control-monitoring, Decision-making, Training management and Project management Framework (SmAmCmDmTmPmF, for simplification in further text the term Environment will be used), that supports various aspects of Project’s activities. In this article the authors present a set of Project-Management various types of recommendations and a reusable architecture pattern (ISO, 2000; ISO, 2007; Trad 2015c; Trad 2015d). The Environment’s Project-Management must be synchronized through the architecture development method’s phases, as shown in Figure 1, where each Project implementation building block circulates through the Architecture Development Method’s (ADM) phases. The building blocks contain sets of Critical Success Factors (CSF) (Sugumaran & Lavanya, 2014) that can be applied for: a) the selection of the Managers; b) the implementation of Project’s architecture and modelling strategies (Trad, & Kalpić, 2014c); c) the decision support system, in order to estimate the actual status of the Project and to decide whether to stop or continue the on-going project (Gartner, 2013); d) the Project-Management; and e) the training and educational needs of the Project’s team.

**BACKGROUND**

The global research topic’s and final research question (hypothesis #1-1) is: “Which business transformation manager characteristics and which type of support should be assured in the implementation phase of a business transformation project?” The targeted business domain is any business environment that: a) uses e-communication and business engineering technologies; and b) has frequent transformation iterations. For this phase of research the sub-question (hypothesis #6-2, as it will be seen from the further text) is: “What is the impact of agile project and change management on enterprise architecture and business transformation projects?”

In this research phase the authors are targeting the Project-Management component’s integration that is a part of the Project management module (Pm) and its influence on Projects (Trad, 2015d). Actually we are experiencing the start of automation of project management and its integration enterprise architecture environments, but this integration phase is still immature. This is a barrier for a successful Project’s management and has to be handled. In this article the authors use credible sources, proof of concept, industrial experiences gained and lessons learned from surveying many enterprises; and the first step is to define the ADM’s, Project’s and Project-Management’s unit(s) of work.

**MAIN FOCUS OF THE ARTICLE**

**Enterprise Architecture’s Role**

Projects, Project-Management and enterprise architectures are well-defined practices for conducting enterprise transformations, enterprise analysis, design, planning, and implementation, using a holistic approach at all times, for respecting a successful strategy. The main goal is to structure complex Information Technology (IT) systems in terms of their business, application, information, and technical layers, and to revise programs through Project-Management planning processes, as illustrated in Figure 2. Such organizations have to apprehend various techniques and methodologies before integrating complex frameworks like The Open Group’s Architecture Framework (TOGAF) in their organization, as shown in Figure 2.

The proposed Project-Management is founded on TOGAF’s ADM and the needed synchronization interfaces, as shown in Figure 3. The synchronization interfaces represent an asset for the initiation, development and maintenance of a Project; optimally automatable in both senses.

Technology is getting complex to manage, due to various problems with project management is-

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