

# Contents

## Part I Structure, Properties, Challenges and Architecture of Very Large Information Systems

<b>1</b>	<b>Very Large Information System Challenge</b>	<b>3</b>
1.1	Background	3
1.2	Complexity of Very Large Information Systems	5
1.3	Properties of Very Large Information Systems	9
1.4	Strategic Approaches for Very Large Information Systems	14
1.4.1	Opportunistic Approach	17
1.4.2	Replacement Approach	19
1.4.3	Greenfield Approach	22
1.5	The Core Idea of Managed Evolution	23
1.6	Elements of Managed Evolution	30
1.7	Where to Start with Managed Evolution	32
<b>2</b>	<b>Architecture Management</b>	<b>35</b>
2.1	What is IT Architecture and Why Is It Important to Managed Evolution	35
2.2	Architecture Principles	37
2.3	Architecture Layers and Models	39
2.4	Business Architecture	42
2.5	Application Architecture	45
2.6	Technical Architecture	57
2.7	Vertical Architectures	60
2.8	Architecture As an Activity: The Architecture Process	65
2.9	Architecture Organization: Federated Architecture Process	71
<b>3</b>	<b>Integration Architecture</b>	<b>79</b>
3.1	Enabling Managed Evolution	79
3.2	Challenges for Integration Architecture	81

3.3 Composing Systems from Components .....	83
3.3.1 Functional Composition .....	84
3.3.2 Desktop Integration .....	85
3.3.3 Process Orchestration .....	86
3.3.4 Layering Components .....	86
3.4 Choosing the Right Interfaces .....	91
3.4.1 Adequate Degree of Coupling .....	92
3.4.2 Adequate Integration Scope .....	94
3.4.3 Avoid Redundancy .....	95
3.4.4 Formal Syntax and Rich Semantics .....	96
3.4.5 Adequate Granularity and Reuse .....	99
3.4.6 Bridging Technical Heterogeneity and Network Distance ...	100
3.4.7 Use Industry Standards Where Applicable .....	101
3.5 Interfaces and Service Contracts .....	102
3.5.1 Interfaces and Services .....	103
3.5.2 Non-Functional Properties of Services .....	106
3.5.3 Contracts as Active Relationships .....	107
3.5.4 Service Versioning .....	109
3.6 Service Management Process .....	111
3.7 Service Delivery Infrastructure .....	116
3.8 Consuming Foreign Services .....	119
3.9 Evolutionary Decomposition of Monolithic Systems .....	124
<b>4 Infrastructure .....</b>	<b>129</b>
4.1 Managed Evolution of Infrastructure .....	129
4.2 Technology Portfolio .....	131
4.3 Platforms .....	138
4.3.1 Platform Concept .....	138
4.3.2 Platforms as Infrastructure Service Providers .....	139
4.3.3 Application Development Support Processes .....	141
4.3.4 Platforms Operation Processes .....	142
4.3.5 Platform Management Processes .....	146
4.3.6 Application Platforms and Runtime Platforms .....	148
4.4 Operations .....	152
4.4.1 Operational Challenge of Managed Evolution .....	153
4.4.2 Componentization for Operations .....	153
4.4.3 Autonomic Computing .....	155
4.4.4 Configuration Management Database .....	158
 <b>Part II Organization and Management Processes for the Execution of Managed Evolution</b>	
<b>5 Business-IT Alignment .....</b>	<b>163</b>
5.1 Managed Evolution and Business-IT Alignment .....	163
5.2 Limitations of Hierarchical IT Governance .....	167

5.3 Matching Roles: Balance of Power .....	168
5.4 Governance Models for Project Portfolio Management .....	173
5.5 Business-IT Alignment Processes .....	178
5.5.1 Strategic Business-IT Alignment Process .....	178
5.5.2 Project Portfolio Management Process .....	183
5.5.3 Project Management Process .....	185
<b>6 People, Culture and Organization .....</b>	<b>187</b>
6.1 People and Skills .....	187
6.2 Culture and Values .....	192
6.3 IT Organization .....	196
6.3.1 IT Organization Embedding .....	196
6.3.2 Interaction of IT Functions .....	198
6.3.3 Strengthening System-Wide Consistency Through Organization .....	201
6.3.4 Checks and Balances .....	202
<b>7 Measuring the Managed Evolution .....</b>	<b>203</b>
7.1 Introduction .....	203
7.2 Measuring Change Drivers and Enablers .....	205
7.3 Measuring System Properties .....	210
7.4 Measuring Managed Evolution Strategy .....	216
7.5 Impact Factors on Agility .....	224
<b>Part III Summary, Conclusions and Outlook</b>	
<b>8 Conclusions and Outlook .....</b>	<b>229</b>
8.1 Summary of Key Points .....	229
8.2 Outlook .....	232
<b>References .....</b>	<b>235</b>
<b>Glossary .....</b>	<b>247</b>
<b>Abbreviations .....</b>	<b>257</b>
<b>Index .....</b>	<b>259</b>