# Table of Contents

Foreword ............................................................................................................. xvii  
Preface .................................................................................................................. xix  
Acknowledgment ................................................................................................. xxv  

## Section 1  
**Shaping Enterprise Architecture: The Next Frontier**

### Chapter 1  
Systemic Enterprise Architecture as Future: Tackling Complexity in Governments in the Cusp of Change ................................................................. 1  
*Pallab Saha, National University of Singapore, Singapore*

### Section 2  
**Creating Ecologies of Innovations: Developments and Convergence**

### Chapter 2  
Enterprises as Complex Systems: Extended Axiomatic Design Theory and its Application in Enterprise Architecture Practice ........................................ 72  
*Hadi Kandjani, Griffith University, Australia*  
*Peter Bernus, Griffith University, Australia*  
*Lian Wen, Griffith University, Australia*

### Chapter 3  
Complex Adaptive Systems Thinking Approach to Enterprise Architecture ................................................................. 99  
*Marc Rabaey, Open-Raxit, Belgium*

### Chapter 4  
A Theory for Enterprise Coherence Governance ........................................... 150  
*Roel Wagter, Radboud University Nijmegen, The Netherlands*  
*Henderik A. Proper, Radboud University Nijmegen, The Netherlands*  
*Dirk Witte, Logica, The Netherlands*
Chapter 5
Architecture Leadership and Systems Thinking ................................................................. 192
Raghuraman Krishnamurthy, Cognizant Technology Solutions, India

Chapter 6
Enterprise-in-Environment Adaptation: Enterprise Architecture and Complexity Management...... 216
James S. Lapalme, École de Technologie Supérieure, Canada
Donald W. de Guerre, Concordia University, Canada

Chapter 7
A Systemic View on Enterprise Architecture Management: State-of-the-Art and Outline of a Building Block-Based Approach to Design Organization-Specific Enterprise Architecture Management Functions .................................................................................................................. 237
Sabine Buckl, Technische Universität München, Germany
Christian M. Schweda, Technische Universität München, Germany

Section 3
The New Science of Practice: Experiments, Cases, and Examples

Chapter 8
Enterprise Architecture of Sustainable Development: An Analytical Framework ...................... 256
Roberto Villarreal, United Nations, USA

Chapter 9
Competitive Pattern-Based Strategies under Complexity: The Case of Turkish Managers .............. 301
Gürdal Ertek, Sabancı University, Turkey
Nihat Kasap, Sabancı University, Turkey
Selin Tokman, Sabancı University, Turkey
Özcan Bilgin, Sabancı University, Turkey
Mert İnanoğlu, Sabancı University, Turkey

Chapter 10
Federated Enterprise Architecture: Meaning, Benefits, and Risks ........................................... 331
Edward M. Newman, National Defense University, USA

Chapter 11
Transitioning to Government Shared Services Centres: A Systems View.................................. 361
Torben Tambo, Aarhus University, Denmark
Lars Bækgaard, Aarhus University, Denmark

Chapter 12
Navigating Complexity with Enterprise Architecture Management ........................................... 392
Haiping Luo, Department of Commerce, USA