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Master's Thesis No.

Intention-centric Modeling of Organizations

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Abstract

Every organization thrives to achieve its intentions, these intentions can be in any levels of organization like technical intentions that focus to satisfy technical level requirements, management intentions that focus to satisfy the management level requirements, and financial intentions to achieve financial level requirements. Intentions play critical role in many organizations because they motivate organizations towards the overall development. Therefore supporting and automating organizational intentions and associated components are absolute necessary for any organization. Current technologies and literature focus on diverse components like activity, strategy, artifact and capability but with no or little focus on **Intention**, which is the starting gate to reach the trailing gates like activity, strategy and capability.

This Master thesis aims at providing means to design and realize the Intention-centric organizational modeling. We propose a motivating scenario to help the reader in easily acquiring the concepts and usability of developed web editor. The purpose of the web editor is to view/update existing intentions, strategies, capabilities and informal process instances and to add new data of type intentions, strategies, capabilities and informal process instances.

Key words: Intentions, Capabilities, Strategies, Informal Process Instances and Informal Process Models

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1 Introduction

The in

1.1 Motivation

1.2 Problem Statement

Every organization contains multiple entities like resources e.g humans, tools etc., intentions e.g revenue based intentions, quarterly intentions etc., strategies e.g the process to achieve the intention and capabilities e.g a resource that can provide a particular capability. Thus an organization needs an efficient mechanism to handle and manage these different types of entities. Though there are some existing tools which provide facility to manage resources in an organizations, they act either as a *Retrieval Service* i.e they are used only to view or retrieve resource engagers for resources or as an *Control Service* i.e they are used to run resource engagers. But there is not a service which provides both mechanism to retrieve and initiate the instances of each entities. The research work by Matthews et. al [MWMY11] clearly points out below as the major problems in adopting to a workspace collaboration tools.

1. Lack of Methods
2. Methods that focus on individuals
3. Not well targeted groups
4. Not well supported editors for executing abstract descriptions

1.3 Contributions

The main contributions of the this thesis works can be listed as:

1. Introduction of the fundamental concepts of Organizational Modeling.
2. Requirement analysis that supports realization of Intention-centric Organizational Modeling.
3. Detailed explanation about the approach followed in order to develop the proposed web editor.
4. An example case study which validates the proposed approach.

1.4 Outline

The remainder of this document has been organized into following chapters

Chapter 2 – Motivating Scenario: In this chapter, a motivating scenario has been taken and detailed explanation of each phases of the scenario has been provided. This aids reader to understand clearly the concepts of Intention-centric Organizational Modeling throughout the document.

Chapter 3 – Fundamentals: In this chapter, basic concepts that are essential to understand this thesis work has been discussed.

Chapter 4 – Analysis of Resource-centric Organizational Modeling: This chapter provides detailed requirement analysis based on scientific facts published in existing work. This chapter also provides concrete introduction about some properties of the organizations.

Chapter 5 – An Approach to Resource-centric Organizational Modeling: This chapter discusses about the methodology followed in realizing the concepts of Intention-centric Organizational Modeling has been discussed and notations used to realize the Organization Modeling has also been discussed.

Chapter 6 – Case Study: This chapter validates the approach presented in Chapter 5. This chapter also discusses detailed system architecture and also presents the experimental results. The abstract concepts motivating scenario discussed in 2 has been explained in a concrete way.

Chapter 7 – Conclusion and Future Work: This chapter summarizes the results of this thesis work and draws conclusion. This chapter also throws some light on the future work to be carried out in the field of Organizational Modeling.

1.5 Research Objectives

The research objectives of this thesis work has been provided in the Table 1.1.

Research Objective	Description
RO. 1	<i>Intentions are traceable in the different levels of the organizational hierarchy.</i>
RO. 2	<i>Linking intentions with capabilities and at the with resources enable us a cost estimation for each intention. Cost is estimated in a recursive manner.</i>
RO. 3	<i>Validity of an organizational intention is achievable when the intention can be refined by defining sub-intentions, which can then be defined recursively as independent informal processes.</i>
RO. 4	<i>As each member of the organization aware of the higher level and lower level intentions. He can engage for these explicit intentions.</i>
RO. 5	<i>Different members of an organization participate to create organizational intentions, as a result intentions are shaped based on all members but directed by the executives.</i>
RO. 6	<i>Intention-specific solutions can be extracted as abstract re-usable entities, organizational strategy patterns and can be re-used in multiple context definitions.</i>

Table 1.1: Research Objectives

2 Motivating Scenario

In order to realize the Organizational Modeling, the below motivating scenario has been taken and realized using the developed UI editor. This scenario also helps in testing the UI editor along with realizing the Organizational Notations. The motivating scenario has been chosen based on the advice provided in works The figure of this example was taken from the context of manufacturing sector. The intention of the organization is to increase the quarterly revenue and number of unit sales. In order to achieve this intention through Organizational Modeling Approach, as a first step we need to break the abstract intention into several strategies like

1. Increasing the revenue through expanding the market sales.
2. Through improving the excellence of the product which in turn brings back old and new customers.
3. Through increasing the advertisement which helps in customer knowing about the product.

2.1 Overview

– An abstract overview about how collaborations take place inside any organizations—

2.1.1 Organizational Modeling Example

The concept of Organizational Model Notations can be explained with the following manufacturing scenario. ABC Ltd. is a budding computer technology company which designs, develops, manufactures and sells personal computers, tablets and laptops. The CEO's goal of the quarter is to increase the revenue and number of unit sales. The initial context describes the situation that motivates to start the process. The final context describes the situation that is achieved once the process completed successfully. Goals connect initial context definitions with final context definitions [SBBL14]. The sub-goals are the intermediate goals which describes the expected outcome in a measurable form.

Goals are reached through strategy implementation which is plan of action designed to meet a goal.

The example scenario ABC Ltd. helps in understanding the organizational modeling i.e., how organization's higher level goal can be achieved by amalgamation of specific, measurable and realistic sub-goals. . The whole view has been divided into Goal view and Strategy view. The *Goal View* shown in the Figure2.2 provides only the details of goal and its associated strategies. There can be multiple strategies followed to achieve a goal. The *Strategy View* shown in the Figure2.1 connects big picture of each strategy with individual goals that has to be carried out. In Organizational Process Modeling, strategies are self-contained and loosely coupled. So that when we extract only the strategies from Organization Process Modeling it would be similar to Informal Process Essential Modeling.

The Strategy view in the Figure2.1 depicts big picture of each strategy. Strategies are associated with both goals and capabilities. Capabilities are related to goals and resources. As each goal needs certain capability to successfully execute the goal they both are connected using the verb "*requires*". Resources are the potential holder of the capability i.e., to satisfy a capability we need resources. The capability and its associated resources are linked using the verb "*satisfied-by*".

2.2 Entity Types

— This section discusses in details, about each entity types of the motivating scenario and images, that describes relationship between each entity types—

2.2.1 Organizational Intentions

2.2.2 Organizational Strategies

2.2.3 Organizational Capabilities

Each organizational capability must be provided by a resource in the organization. Resource models are optional to make precise definitions of resources needed. The relationship between organizational capabilities and organizational intentions has been provided in the Figure

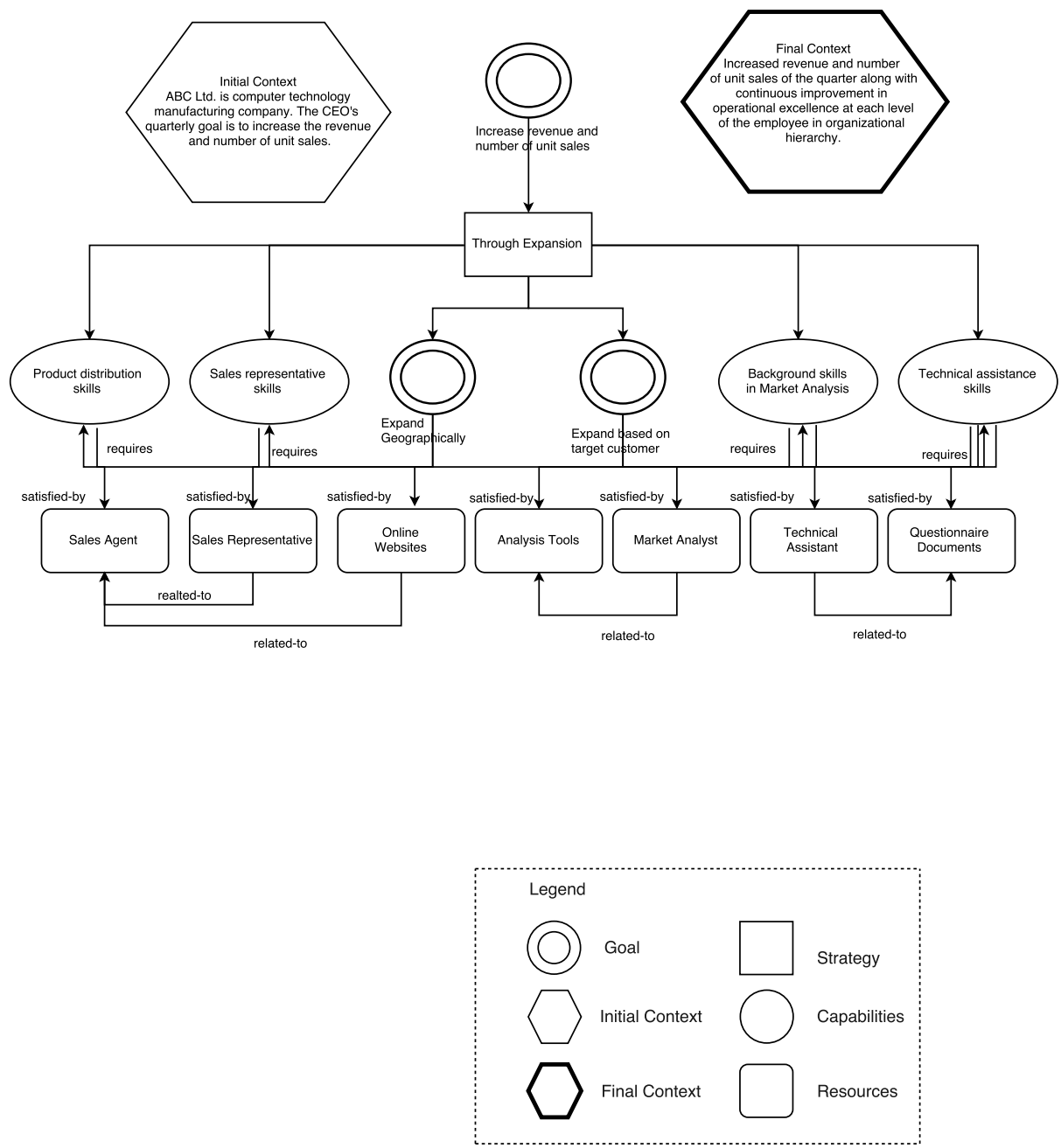


Figure 2.1: Strategy View

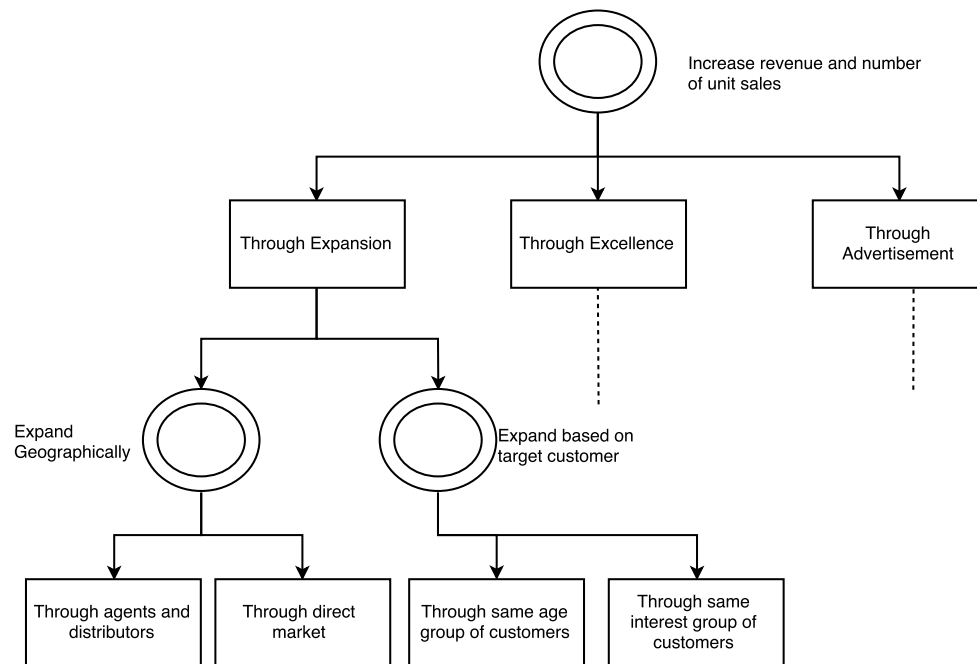


Figure 2.2: Goal View

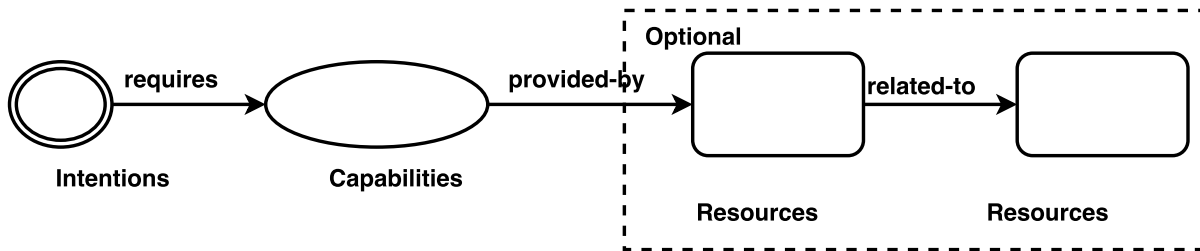


Figure 2.3: Relation between organizational capabilities and intentions

2.2.4 Organizational Resources

2.2.5 Organizational Processes

2.2.6 Informal Process Instances

3 Fundamentals

3.1 Basic Concepts

3.2 Related Work

3.3 Second Phase of InProcXec

3.4 Human Centric Process

3.5 Definitions

Informal Processes The processes that human participate and create knowledge are called unstructured/informal/human-centric processes.

Organizational Intentions Intentions are defined hierarchically, which can contain and extend sub-intentions. It is depicted by a double circle. The sub-intentions are refined starting from main intentions. Intentions are associated with capabilities or resources. An accomplishment of an intention changes state. An intention can extend another intention.



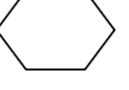
Organizational Capabilities Organizational capability is the ability to provide business values like software applications, resources, and potential of the actor to make decisions even in changing situations [SGHZ12]. Describes a capability provided by a resource or required by an intention.

Organizational Resources

3.6 Organizational Modeling Notations

The Organizational Modeling element notation has been selected as per the guidelines mentioned in the paper by Daniel L.Moody [Moody2009]. Also by observing the fact that business process modelers are already well-known with the present process modeling notations such as Business Process Modeling Notation 2.0 (BPMN) [Gro11] and ArchiMate notation[Gro13], the shape depiction of organizational model elements are designed similar to those existing process notations.

Due to the importance of shapes in expressing the information visually , the notations are chosen in such a way that each element of Organizational Modeling differ by shape. Also a legend will be always shown in the modeling notation to denote the meaning of each shape [Moody2009]. As shape plays a primary role in discriminating between different element, organizational model notations are represented through individual shapes like rectangle, double circle, elliptic etc.,. The description of each element in the Organizational Model Notation is shown in the Table 3.1.

Element	Definition	Notation
Intentions	Intentions are purposeful concrete steps taken to achieve expected outcomes . They reflect the actual intention of an organization.	
Capabilities	Capabilites are represented by a elliptical circle. Capability is an ability that should be possessed by an actor or a resource that work towards achievement of intention.	
Context	The environment that forms the setting for an event, statement, or idea, and in terms of which it can be fully understood. There are two Contexts: Initial and Final. The Initial Context is the situation which describes the driving forces that trigger the process to start. The Final Context is the expected situation once the process has finished.Both initial and final context are represented by an hexagonal shape except the final context has thick edges than initial context.	


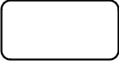
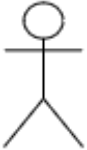

Strategy	A method or plan chosen to bring about a desired future, such as accomplishment of a intention. Strategies are expressed by rectangles with sharp edges. In the conceptual Organizational Modeling, strategies are self-contained and loosely coupled elements.	
Resources	The people and tools needed to fulfill the middle objectives or those/that work towards the achievement of goal . Resources are represented by a rounded rectangle. Resources are linked to capabilities and actors.	
Actors	People who participate in the process. Actors are represented by a stick-man and they are linked to resource as actors can be resources. Actors define the strategy and goals.	
Relationship	A relationship is used specify the fixed links between the elements of the model. Relationship between two elements is represented by a single direction line which represents a sequence.	

Table 3.1: Informal Process Modeling Notation

3.7 Process Representation

Organizational Process Modeling depicted in Figure 3.1 captures required organizational capabilities that are satisfied by resource models to enable the achievement of organizational goals in certain context definitions through a strategy. It is a top-down approach, i.e., first goals are defined and then sub-goals are defined by refining main goal. Goals connect initial context definitions with final context definitions through a strategy. To understand the definition of Organizational Process Modeling we need to interpret the Organizational Process Modeling Representation shown in Figure 3.1.

The Organizational Process Modeling start with modeling of organizational goal (M1). Once the goal has been modeled, the second step is to model the strategies which can be a multi-instance strategy model(M2). The next step is to model the context definitions (M3.1), required organizational capabilities (M3.2) and refining the sub-goals from main goal in parallel. Once the required capabilities(M4) are matched by required resources(P1), modeling of resources(M5) can be done. Based on created resource

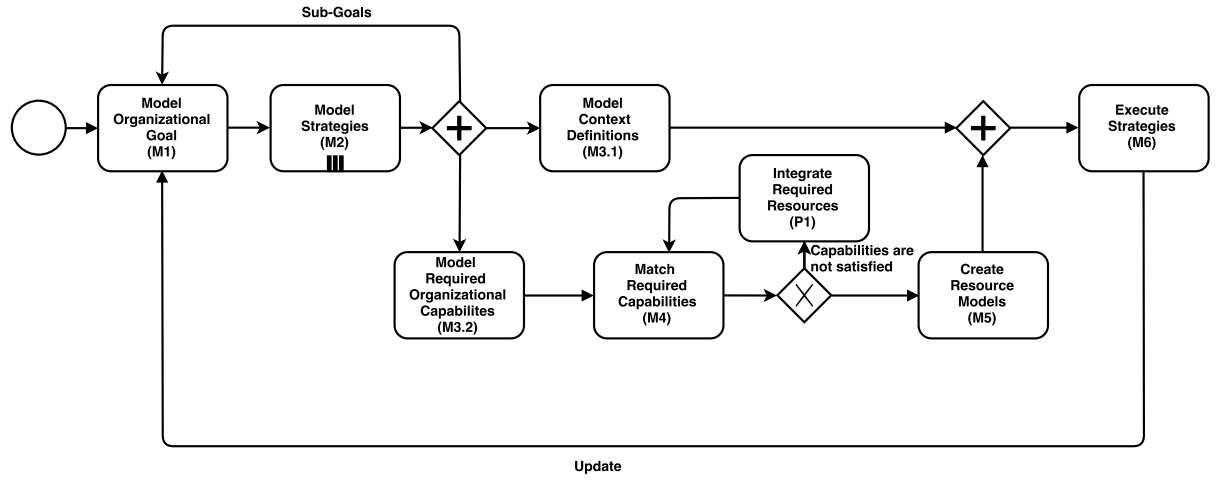


Figure 3.1: Process Modeling Diagram

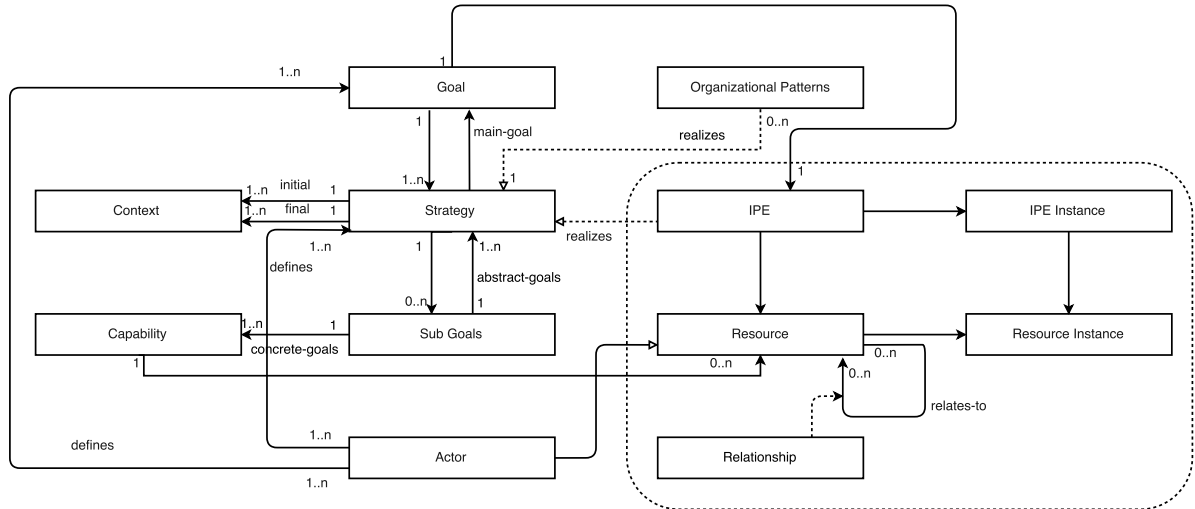


Figure 3.2: Organizational Modelling Meta-Model

models (M5) and modeled context definitions(M3.1), strategies can be executed. The organizational goals would be iteratively updated supported to strategy execution.

3.8 Entity Representation

The conceptual entity model of goals is shown in the 3.2. This model shows that top level goal is refined into sub-goals. A goal can be achieved through a strategy which is a plan of action designed to meet a goal. It also describes a set of interrelated resources which work together to achieve a collective goal. As reported by Sungur et al. [SBBL14], the

concept of IPE provides an agent-based approach i.e., human performers are considered as agents who execute the processes autonomously. Based on the approach [SBBL14] we provide a goal-oriented approach based on goals.

Organizational Process Modeling has *Resources* which are used to achieve the goals. Organizational Process Modeling is Resource-centric approach as they support processes by providing required resources and thrives to successfully execute the processes by using qualified autonomous agents, i.e., actors under certain *context definitions*. Resources can be anything like people, IT tools, data that are used to accomplish the objectives. Emerging goals can result in the requirement of new capabilities, i.e., resources. A more specific type of resource is the type *Actor*, which typically refers to human performers who autonomously and collaboratively conclude an organizational process using other available Organizational Process Modeling Resources. Actors work towards the goals defined in the process. Resource models are optional to make precise definitions of resources needed.

In Sungur et al [SBBL14] work, the concept of *Informal Process Support Model* IPSM has been introduced which is to make use of existing knowledge of human performers. Here the initial creator of the model is experienced human performers. Based on their experience, they add relevant resources of an informal process. Each of the resources has inter relationships among the resources themselves. The models are generated at runtime based on the interactions and activities of corresponding human performers.

An informal process targets for accomplishment of a goal. The goals can be refined by defining sub-goals, which can be defined recursively as independent informal processes. The goal-based approach enables describing processes declaratively, i.e., without describing *how* the intention is achieved, and providing only information about *what* is achieved. Thus, to avoid predefined business logic in the representations of informal processes.

Each informal process starts from an initial context, i.e., *IPE Context* and aims to achieve a goal. After accomplishing the goal, there is a resulting context called as final context. Each Resource can be related to another Resource in the context of an informal process using predefined or custom *Relationships*.

4 Analysis of Resource-centric Organizational Modeling

4.1 Properties of Organizations

—A short description about properties of organizations—

4.2 Requirement Analysis

Organizational intention transparency (R1): A intention can be broken down into definitive actionable components, or sub-intentions, upon which individual resources can act. When these lower level sub-intentions are made achievable for individual resources, they can be combined to provide successful execution of higher level intention. Different organizational members can observe lower level and higher level intentions in their organizations. intentions are traceable in the different levels of the organizational hierarchy. This kind of transparency within an organization reduces inefficiencies in intention execution, and is a key factor in attracting and retaining high performers in the labor market [MHL+07]. Requirement R1 has to be satisfied in the modeling time of the process itself as the framing of intentions, sub-intentions, strategies are done during the modeling time .

Organizational intention resource-based cost estimation. (R2): Linking intentions with capabilities and with resources enable us a cost estimation for each intention. Cost is estimated in a recursive manner. To incorporate the cost estimation of intentions, we have to understand the recursive structure of the intentions associated with capabilities. Since intentions are defined hierarchically, they can contain and extend intentions. Here strategy represents a means for achieving the intention. Further on, the cost of a strategy can be analyzed using the costs of derived intentions, and so on. Including resources cost in intention cost calculation is important. The recursion is stopped when the intention derivation process reaches the operational level. At the moment a intention is achieved, some resources should be allocated to maintain the desired state (intention

maintenance costs)[MBH+10]. Allocation of resources is mainly done at the operational level, Requirement R2 has to be satisfied in the run time of the process.

Organizational intention achievability estimation. (R3): The sub-intentions are projections of their super intentions, and satisfaction of the sub-intentions ensures satisfaction of the super intentions. Hence validity of an organizational intention is achievable when the intentions can be refined by defining sub-intentions, which can then be defined recursively as independent informal processes. Lower-level requirements can be validated against higher-level intentions, thus enabling validation of strategic alignment of higher level intentions. The objectives of business strategy are found in the highest levels of the intention model.[BCV06].Requirement R3 has to be satisfied during the modeling time of the process as intention achieveability estimations are done before starting the execution of the intention.

Intention oriented working style (R4): As each member of the organization is aware of the higher level and lower level intentions and he can engage for these explicit intentions. intention orientation is the degree to which a person or organization focuses on tasks and the end results of those tasks. Strong intention orientation advocates a focus on the ends that the tasks are made for instead of the tasks themselves and how those ends will affect either the person or the entire company. Those with strong intention orientation will be able to accurately judge the effects of reaching the intention as well as the ability to fulfill that particular intention with current resources and skills [Lac16]. The distinction between explicit knowledge of each sub intentions should not be seen as a division but rather as a continuum which aligns towards achieving the higher level intention . Thought Requirement R4 itself has sub-requirement of R1, R4 has to be done at the run time which makes it distinct from the Requirement 1.

Social organizational modeling. (R5): Different members of an organization participate to create organizational intentions, as a result intentions are shaped based on all members but directed by the executives. The social extension of a business process can be regarded as a process optimization phase, where the organization seeks efficiency by extending the reach of a business process to a broader class of stakeholders[BFV12].Requirement R5 would be done at the run time as the input from different members of the organization provided during the process execution.

4.3 Literature Review

Requirements	Requirement Satisfaction Phase	Pre-requisites
Requirement 1 (R1)	Modeling phase	1. Main intention can be refinable into sub-intentions. 2. Organizational members can view the intentions at different levels.
Requirement 2 (R2)	Deployment phase	1. intention cost estimation that includes all recursive sub-intentions and resources. 2. Cost estimation including the strategy.
Requirement 3 (R3)	Modeling phase	1. Each sub-intention should be achievable and valid.
Requirement 4 (R4)	Deployment phase	1. Satisfaction of R1. 2. Understanding of the intentions and how they can be reached.
Requirement 5 (R5)	Modeling phase	1. Satisfaction of R1. 2. The output of intention is based on the inputs provided by different members of the organization.

Table 4.1: Sub Requirements

5 An Approach to Resource-centric Organizational Modeling

5.1 Overview of Modeling Process

The Organizational Modeling element notation has been selected as per the guidelines mentioned in the paper by Moody [Moody2009]. Also by observing the fact that business process modelers are already well-known with the present process modeling notations such as Business Process Modeling Notation 2.0 (BPMN) [Gro11] and ArchiMate notation [Gro13], the shape depiction of organizational model elements are designed similar to those existing process notations.

5.2 Evaluation of the Approach

The Table 5.1, provides an evaluation of the approaches. The description of each symbol used in the Table 5.1 is given as a legend.

Approach	RO1	RO2	RO2	RO4	RO5
Strategy-Driven	-	-	+	-	+
Activity-centric System					
Activity-oriented System					
Artifact-centric System					
Capability-driven Development					
ArchiMate					
Subject-Oriented System					

Table 5.1: Evaluation of the Approach

Legend :

- + Addressed in the approach
- Not addressed in the approach
- ~ Partially addressed in the approach

5.3 Specifications

In order to realize the web editor of Intention-centric Organizational Modeling, a formal inquiry has been done and concluded with the below specifications.

1. **Clojurescript** as the programming language
2. **IntelliJIDEA** as the IDE
3. **MVC** as the architecture pattern
4. **Re-frame** as the pattern for writing SPAs in ClojureScript, using Reagent

5.4 Architecture

The architecture of the UI editor is based on the **Model-View-Control (MVC)** design pattern. The MVC paradigm allows to separate business logic from the code that controls presentation and event handling [Ora16]. Each entity view in the web page is made up of combination of at least on Model and View, and one or more Controls. The individual files which acts an Model, View and Controller has been shown in the Figure 5.1

- **Model** artifact stores the required data structure for web-editor. In the developed model artifact, the four main types of data stored inside the artifact are intentions, strategies, capabilities and informal process instances.
- **View** artifact contains HTML elements and HTML constructs that describe the way of displaying the data from Model to the user.
- **Control** artifact contains the handler functions which can only change the model. Even the initial values of the model are put inside the control.

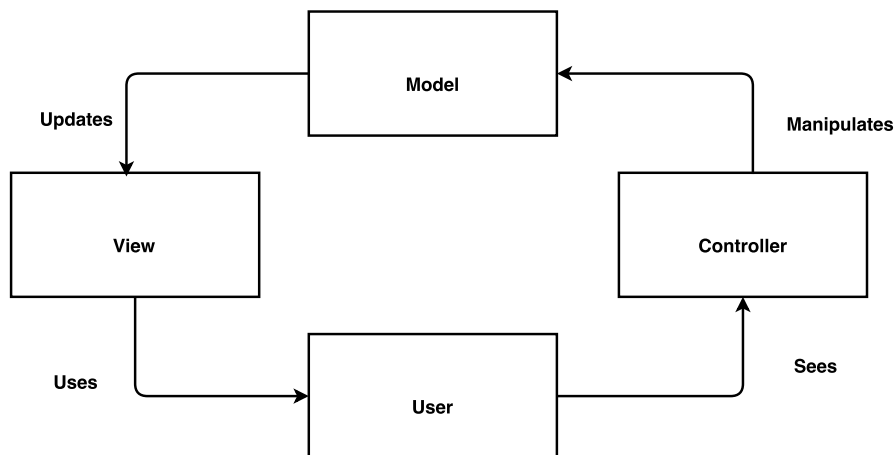


Figure 5.1: Relationship between developed web editor artifacts and MVC architecture components

Example: Component using MVC Pattern

The Figure 5.1 below shows the simplified version of how the components interact with each other using the Model-View-Control (MVC) pattern, for the functionality adding new entity data. This functionality is same for all the types intentions, strategies, capabilities and informal process instances and below is the detailed explanation of each interaction.

1. User clicks the tab **Add New** in the web editor.
2. View, in response to the user click displays the UI component for entering the new entity data details.
3. User enters the required basic details for adding new entity data and clicks save button.
4. View dispatches the data to Control, which can only modify the Model.
5. Control inserts/updates data into the model.
6. View displays the updated model as it has been subscribed to the model.

5.4.1 Using Reagent Framework

The Reagent Framework architecture has been reused Fig. 5.3 ¹

¹Source: <https://github.com/Day8/re-frame>

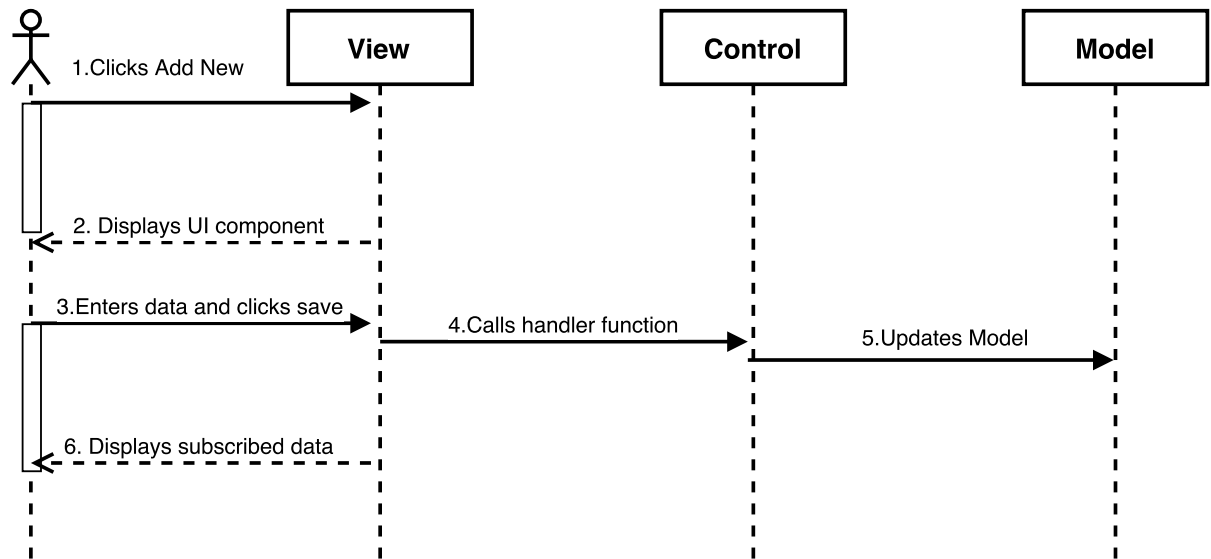


Figure 5.2: MVC Pattern of adding new entity

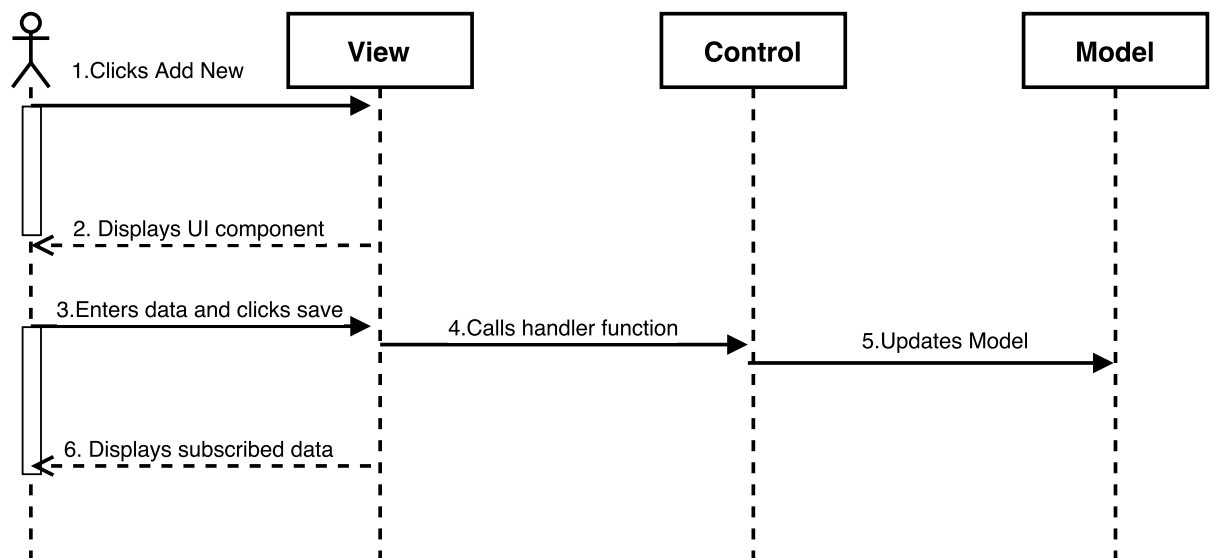


Figure 5.3: MVC Pattern of adding new entity

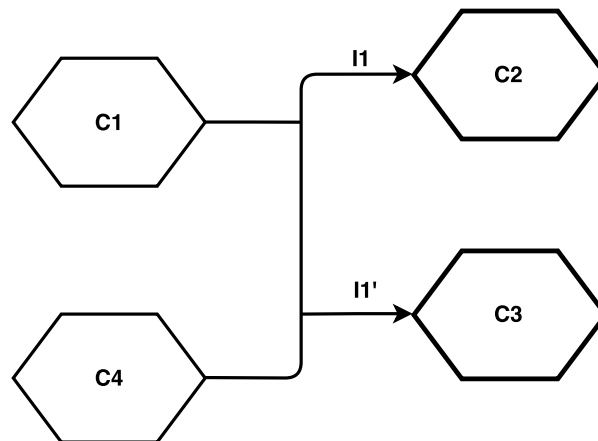


Figure 5.4: Context Intentions Relationship

5.5 Entity Type Relationship

5.5.1 Context Intention Relationship

Intentions connect initial context definitions with final context definitions. 5.4

5.6 User Interface Diagram

5.7 Design Methodology

On the left list we should have all organizational context definitions and on the right one only ones that are contained in an informal process. The dropdown box of the initial and final context defines the selection inside of an informal process, thus right side.

So, in db.cljs, we should have only a list of context definitions no :initial-contexts and :desired-final-contexts. Only :organizational-contexts and under this all available contexts. Under the left list, we present these elements. Right list should refer to the initial-context, final-contexts, etc. of the informal process model depending on the selection of the dropdown button. For instance if we have initial contexts selected on the dropdown box, we should present the initial contexts in the right list.

I have changed the code accordingly and provided you an example how you should change data from views.cljs. All data should be stored in db.cljs. This applies to the text

Listing 5.1 Entity data definition inside db.cljs

```
:entity-data {:informal-process-definitions [ipd1 ipd2]
:context-definitions [ctx1 ctx2 ctx3]
:intentions [int1 int2]}
```

fields of all elements. Whenever, we want to update something we need to update the map in db.cljs and this will be propagated to the views.

On the left side of each list item, you should present all available items of context definitions or intentions whatever type is selected there. On the right side only the ones contained in the respective informal process model. Inside of another entity, you should refer to other entities using their ids and these ids should be resolved using, for instance, intentions vector. You check each intention in the intentions vector, if it's id is the same as the id you are looking for it, you found it and you use the information about it.

Please align it with the structure and names of the IPSM.xsd. Each variableName like this is written like variable-name. Each complex type is a map each attribute is a key value pair and each element in another element is another key value pair.

6 Case Study

6.1 Realization

This chapter discusses about how Intention-centric organizational modeling realized as an user interface editor. This also explains the realization of requirements described in Chapter 4. In the first section, we will first discuss the overview of basic concepts and then specify the design components required for the realization of this editor. The next section discusses about how the entity views in particular are realized. The last section covers in detail how individual requirement has been realized through the web editor.

6.1.1 Realization of Entity Views

The XML Schema Definition of entity type has been provided in 6.1

6.1.2 Realization of Organizational Intentions

6.1.3 Realization of Organizational Strategies

6.1.4 Realization of Organizational Capabilities

There are two types of capabilities. Functional capabilities and cross-functional capabilities. Functional capabilities must be associated with instance descriptors. Cross-functional capabilities are capabilities containing multiple functional capabilities. We need to have the ability to add and remove instance descriptors for an entity type, e.g, resource definitions, informal process definitions, etc. An instance descriptor of a functional capability should refer to a resource definition meaning that a capability is provided by a resource definition. So an instance descriptor of a capability refers to a resource definition and we can manually add and remove resource definitions in general.

Listing 6.1 XML Schema Definition of Entity Type

```
<xs:complexType name="tEntityType" abstract="true">
  <xs:complexContent>
    <xs:extension base="tExtensibleElements">
      <xs:sequence>
        <xs:element name="Tags" type="tTags" minOccurs="0"/>
        <xs:element name="DerivedFrom" minOccurs="0">
          <xs:complexType>
            <xs:attribute name="typeRef" type="xs:QName" use="required"/>
          </xs:complexType>
        </xs:element>
        <xs:element name="PropertiesDefinition" minOccurs="0">
          <xs:complexType>
            <xs:attribute name="element" type="xs:QName"/>
            <xs:attribute name="type" type="xs:QName"/>
          </xs:complexType>
        </xs:element>
      </xs:sequence>
      <xs:attribute name="name" type="xs:NCName" use="required"/>
      <xs:attribute name="abstract" type="tBoolean" default="no"/>
      <xs:attribute name="final" type="tBoolean" default="no"/>
      <xs:attribute name="targetNamespace" type="xs:anyURI" use="optional"/>
    </xs:extension>
  </xs:complexContent>
</xs:complexType>>
```

6.1.5 Realization of Organizational Resources

There are two keys, one for toasca repository and one for toasca modeling tool. Tosca repository url refers to winery and the other one refers to topology modeler. This should only contain root contexts and additional suffixes such as service templates in a separate key in default db. Out of these a function should create corresponding url for topology modeling. The topology modeler page of a specific service template without knowing its id and namespace. This can be composed from different variables: :topology-modeler-url, :tosca-repository-url, :target-namespace, and :id.

`{topology-modeler-url}?repositoryURL={encoded-tosca-repository-url}&ns={encoded-target-namespace}&id={encoded-id}#`

What is important is, at the end editor should have a view that is capable of adding, viewing, deleting and updating models aligned with the XSD schema. In general, separate entities should reference each other but not contain each other. For instance, a strategy containing a goal should use goal's id to resolve it but not the actual goal.

6.1.6 Realization of Organizational Processes

6.1.7 Realization of Informal Process Instances

Informal process instances are separate entities similar to informal process models. They should be listed on the left side similar to informal process models. When one of the instance is selected by user, its properties should be presented on the right.

6.1.8 Realization of Requirements

6.2 Validation

6.2.1 Validation of Components

6.2.2 Validation of Prototype

7 Conclusion and Future Work

Future Work

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All links were last followed on May 11, 2016.