

The overlapping nature of Business Analysis and Business Architecture: what we need to know

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Abstract: The concepts of business architecture and business analysis have many things in common. The commonalities bring beneficiary synergy to the organisations that employ both concepts. However, they also impose challenges, such as how they align, integrate or complement each other within an organisation. Also, some of the challenges lead to confusion, disorientation and defragmentation of processes and activities in many organisations where both concepts are employed in parallel. The challenges get even worse as they increasingly continue to impact structures in some organisations, which happen through allocation of roles and responsibilities between business analysis and business architecture units. Thus, the parallelism of both concepts raises fundamental question - whether the business analysis and business architecture are roles or titles. This confusion manifests itself into power struggle and selective accountability of practical unconsciousness, as actors exert their mandates and authority within an organisation. These challenges and confusion happens at different levels, and does affect the organisation's performances. This article examines, discusses and highlights the distinction between the business analysis and business architecture, from the perspective of the computing environment. The article reveals differentiation, functionalism and serviceability as some of the critical factors, which influence the challenges and confusion that are posed by the concepts' parallelism. Also examined are the implications of parallelism, which both concepts bring into an organisational environment. The findings from the study are intended to reduce negative impacts that the confusion and challenges do unconsciously and in practice have on processes and activities in organisations that employs both concepts in parallel.

Keywords: business analysis, business architecture, parallelism, alignment, roles, responsibilities and organisational structure

1. Introduction

Business and information technology (IT) units are increasingly inseparable in many organisations. This could be attributed to the fact both units share common interest, in achieving the organisation's goal, which sustainability and competitiveness. Thus, Aier and Winter (2009) finds the need to examine integration between business and IT artefacts, from which they developed alignment architecture. Due to the potential benefit of such common interest, professional and academia continue to advocate for alignment between business and IT units within organisations. According to Silvius (2009), alignment between IT and business strategies is one of the factors that has been used by successful companies, to effectively enable and efficiently support their activities and operations. Alignment is supported and enabled by business analysis and business architecture through their roles, responsibilities and functions, within organisational structures and processes.

For many years, some organisations have employed the concept of business analysis to analyse their processes and activities, and with the intention to bridge the gap between business and IT units. Hence business analysis is primarily focused on the processes of IT and business units within an organisation (Haas, 2007; Clare, 2011). The International Institute of Business Analysis defines business analyst as a liaison between stakeholders in order to elicit, analyse, communicate and validate business and IT requirements. The business analyst focus on both business' problems and opportunities within context of requirements, and recommend solutions that can enable the organisation to achieve its goals and objectives (Clare, 2011).

Since the emergence of business architecture over two decades ago, positioning of the roles and responsibilities of business analysis or analyst start to dominate and change in some organisations. This could be attributed to the similarity and contrasting nature of the two concepts. On similarity, both concepts focus

on the business domain of an organisation. Business architecture defines the business strategy, governance, organisation, and key business processes (Kamath, 2011). According to Pereira and Sousa (2004), the business architecture results from defining the business strategies, processes, and functional requirements. Some of the activities of business architecture are to design and develop business process models and define scope and boundaries among organisational activities. Also, it enacts processes and other architectural elements, which include overseeing the allocation of resources in an environment. McKeen and Smith (2008) argues that it is necessary for business architects to understand the overall strategy, goals and business models in extracting requirements for the integration of skills (people), processes and technologies that are needed to reproduce a comprehensive architectural plan for the enterprise.

The concepts of business analysis and business architecture do have individual and complementary significant contributions to the organisations that employ them. However, there are challenges in how they are complementarily employed. Versteeg and Bouwman (2006) argues that business architecture receives the least attention, as compared to the significant role it plays in translating the business strategy to the IT domain of the organisation. Some of the interactions, confusions and conflicts that happen between business analysis and business architecture could be of conscious or unconscious nature by people who are directly responsible for the processes and activities. This is due to subjective interpretation, which people have about their roles, responsibilities and functions, in accordance to their personal or organisational interest.

In the context of this article, the business analysis and business architecture are interchangeably referred to as subject, and business analyst and business architect as object, respectively. Both subject and object can hardly be separated in practice. Hence the terms subject and object are often interchangeably used by practitioners including academia. We have therefore follow suit in this article. Also, there are many similarities between the two concepts, which make it difficult to distinguish one from the other, from both theoretical and practical perspectives. This study was undertaken to answer the questions that is often posed, which is, "what is the distinction between business analysis and business architecture?" Whether the business analysis and business architecture are roles or titles was also examined. The study therefore focuses on clarifying the confusion and overlapping factors between the two concepts, when they are employed complementarily in an organisation. The remainder of this article is divided into four main sections. The first section presents review of literature on business analysis and business architecture. In the second section, the methodology that was followed in the study is explained. The third section covers the distinction between the two concepts. Finally, a conclusion is drawn in the last section.

2. Business Analysis and Business Architecture

Organisations are constantly challenged with change from one factor to another, such as processes, supplies, events, partnership and customers' connectivity in their business environments. These are often manifestation from lack of understanding of the constituting artefacts in organisations that encounters the challenges. Kurpjuweit and Winter (2009) emphasises on the fact that an understanding of all relevant business-related artifacts as well as their relationships is a prerequisite for managing the constant changes, which occurs within an environment. Relationship between the business and IT units is critical, for the benefit of the organisation's interest, since the alignment enable and support achieving organisational goals. However, alignment is increasingly complex, in that it consist of factors that operates in hetoregeneous manner, such as people-to-people, artefacts-to-artefacts, and people-to-artefacts. Hendrickx and Daley (2011) argues that the developments and rapid changes within IT and business environments make it necessary to have a role that has a comprehensive view and understanding of the implications of both concepts.

From IT perspectives, business analysis focuses on requirements that originate from business processes, activities and events, including liaison between the business and IT units. Evans (2004) describes business analysis as the process of specifying business requirements, which is followed by the specification of the technical requirements and designs. Requirements gathering and their analysis are efforts engineered towards finding business solutions for competitiveness and sustainability purposes. Business improvement is procedurally carried out through analysis, to detect deficiency, potential, and determine possible improvements, for organisational growth. The analysis covers processes, activities and events in twofold: business and IT. Thus, analyst is considered to be expert who studies data or facts, to detect gaps and problems in order to recommend or propose solutions. Hence business analyst is considered to be problem solvers, as argued by Blaise (2011). However, business analysis is not the only considerable approach for business

processes, activities and events. Some organisations complementarily employ the concept of business architecture in their operations and strategic intents.

Even though so much has been said about business architecture in the context of enterprise architecture (EA), we echo it one more time, that business architecture is a domain of the EA. The business architecture focuses on processes, activities, events and connectivity of designs in an organisation (Gøtze, 2013). It defines the business strategy, governance, organisation, and key business processes (Kamath, 2011). According to Pereira and Sousa (2004), the business architecture is the result of defining the business strategies, processes, and functional requirements. Based on the scope of the business architecture, its roles are critically important to the organisation that deploys it, in order to achieve the goals and objectives.

The primary role of the business architecture is to provide definition so as to gain a holistic understanding of the business direction, context and strategies including communicating the understanding to the various stakeholders (Hendrickx & Daley, 2011). According to Aier and Winter (2009), business architecture is designed in order to achieve organisational process' effectiveness and process efficiency, overtime. Hence it is a prerequisite for the architects to have deep understanding of the business strategy, and be able to explain the rationale behind the architectural choices (Bredemeyer & Malan, 2002).

There are similarities as well as distinction between the concepts of business analysis and business architecture, which this article seeks to clarify. For example, while the business analysis model organisational processes, sometimes there is little or no consideration for the underlying technologies and applications (Raut & Basavaraja, 2003). Business architecture according to Hendrickx and Daley (2011), has the holistic view of an organisation, and manages the relationships among strategy, technology and operations.

3. Research Approach

In an attempt to answer the questions posed: what is the distinction between the concepts of business analysis and business architecture, and whether the concepts are roles or titles, this study was undertaken. As in every study, methodology was employed as a vehicle, to find answers to the research questions: (i) what are the distinctions and similarities between the business analysis and business architecture in practice? And (ii) what are some of the implications or impacts of the overlapping nature of the concepts to an organisation? The documentation technique was followed in the data collection. Silverman (2011) adduces that documents are social facts in that they are produced, shared and used in a socially organised ways. As shown in Table 1, related literature of over ten years, dated between 2002 and 2014 were gathered and used. This was to have a spread of historical perspectives, in terms of the consistency of the meaning that has been associated to the concepts, as well as the challenges and confusions that are caused overtime by lack of distinction between the two concepts. The areas of focus in the data gathering included definition, scope, focus and functionality.

Table 1: Data Collection

Area	Business Analysis	Business Architecture
Definition	UML for the IT business analyst, Podeswa (2010). What are the day-to-day factors that are preventing business analysts from effective business analysis?, Wever and Maiden(2011). Business Analyst: Best Practice for success, Blais (2011) .	Defining the Business Architecture Profession, Hendrickx and Daley (2011). Business Architecture: An Emerging Profession prime management activities, Paul et al. (2010). Capabilities and Features: Linking Business and Application Architectures, Kamath (2011). The Changing Role of the Enterprise Architect, Gøtze (2013).
Scope	Defining the Business Architecture Profession, Hendrickx and Daley (2011). UML for the IT business analyst, Podeswa (2010). What are the day-to-day factors that are preventing business analysts from effective business analysis?, Wever and Maiden (2011). The Need for an Analysis Body of Knowledge(ABOK)- Will the real Analyst Please	Defining the Business Architecture Profession, Hendrickx and Daley (2011). Developments in Practice XXIX: The Emerging Role of the Enterprise Business Architect, Mckeen and Smith (2008). Business Architecture: An Emerging Profession prime management activities, Paul et al.(2010). IT Governance Structures, Processes and

Area	Business Analysis	Business Architecture
	Stand Up, Evans (2004). The Bridge and Beyond: Its Role and Reach, Schreiner (2007).	Relational. Mechanisms: Achieving IT/Business Alignment in a Major Belgian Financial Group, De Haes and Grembergen (2005).
Focus	The Business Analyst as Strategist, Hass (2007). Learning at the Boundaries: An Action Agenda for Business Analysts, Vashist et al.(2014) What are the day-to-day factors that are preventing business analysts from effective business analysis?, Wever and Maiden (2011) The Bridge and Beyond: Its Role and Reach, Schreiner (2007).	Defining the Business Architecture Profession, Hendrickx and Daley (2011). Developments in Practice XXIX: The Emerging Role of the Enterprise Business Architect, Mckeen and Smith(2008). Business Architecture: An Emerging Profession prime management activities, Paul et al.(2010). The Changing Role of the Enterprise Architect, Gøtze (2013).
Function	Enterprise Business Process Integration, Raut(2003). IT Governance Structures, Processes and Relational Mechanisms: Achieving IT / Business Alignment in a Major Belgian Financial Group, Haes and Grembergen (2005). Learning at the Boundaries: An Action Agenda for Business Analysts, Vashist et al. (2014). Semantic Business Process Management: A Lifecycle Based Requirements Analysis 2 Business Process Management Lifecycle, Wetzstein et al. (2007). The Bridge and Beyond: Its Role and Reach, Schreiner (2007).	Defining the Business Architecture Profession, Hendrickx and Daley (2011). Concern-oriented Business Architecture Engineering, Kurpjuweit and Winter (2009). Business Architecture: An Emerging Profession prime management activities, Paul et al.(2010). IT Governance Structures, Processes and Relational Mechanisms: Achieving IT/ Business Alignment in a Major Belgian Financial Group, Haes and Grembergen (2005). The role of the architect, Bredemeyer and Malan (2002).

The data was interpretively analysed mainly because the interpretivism approach does not define variables but rather attempt to draw meaning from the subjects in their natural context. The underlying assumption is that by studying subjects in their natural setting there is a greater possibility to understand the perceptions they have about their activities (Atieno, 2009; Bryman & Bell 2011). According to Howcroft and Trauth (2005), reality and our knowledge about a subject are social products that cannot be understood independently of the social actors who construct and make sense of the reality. The understanding refers to the researcher subjective view as influenced by his or her experience of the subject that is being studied. The interpretive technique is therefore recognised for its value in providing contextual depth (Bryant, 2011). Thus, the interpretive approach was employed to gain better understanding of the distinction between the business analysis and business architecture, by examining their definitions, focuses and functionalities in a subjective manner. The subjective reasoning was informed by the authors’ tacit and explicit knowledge that was acquired over many years of practice, as well as academic rigour.

4. Distinction between Business Analysis and Business Architecture

Over the years, the concepts of business analysis and business architecture have been loosely and interchangeably used, particularly from IT perspective. This has had confusing impact on how the concepts are employed and practiced in some organisations. Also, it has shaped many individuals’ career through the training and education that they did undertake.

The confusion between the concepts of business analysis and business architecture could be attributed to many factors, which are of both conscious and unconscious natures. Consciously, individuals and groups interpret and communicate the definitions and functions of the concepts based on their interest, which is often influenced by their roles and responsibilities in the organisations. Unconsciously, it is based on how the concepts are understood, which makes it difficult to draw distinction between the thin lines, which exist in their similarities. Some of the critical factors which draw the two concepts close to each other include translation of business needs, a bridge between business and IT units, and development of business solutions. The three factors are interlinked as shown in Figure 1. For example, it is difficult or near impossible to bridge the gap between the business and IT units without understanding, and able to translate their individual

requirements. Similarly, the development of business solutions is based on the understanding of business needs and the ability to detect gaps in both the current and future states.

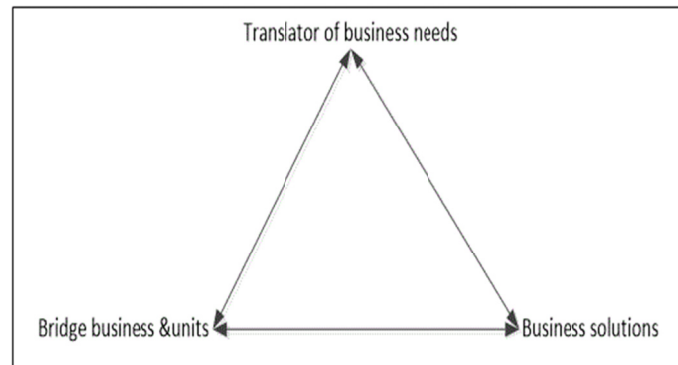


Figure 1: Factors of Business Analysis and Business Architecture

i. Translates Business needs

One of the primary roles of both business analysis and business architecture is to translate and interpret the business requirements towards providing solutions for the organisation. This includes translation of business needs and desire into technical specification. This is done *vice versa* in order to ascertain fulfilment of the organisational objectives. According to Deutscher and Felden (2010), business analyst and the business architect undertake the tasks of business processes and activities with the aim of finding coherent understanding that is needed in order to deliver business solutions for competitiveness. For some individuals and organisations, the thin lines between the concepts make the confusion even more prevailing, as managers and other practitioners continue to have their own subjective interpretations of both business analysis and business architecture roles in various projects.

ii. Bridge business and IT

Empirically, there are gaps between the business and IT units in many organisations. Hence there is need to bridge those gaps in order to foster operations' efficiency, sustainability and competitiveness. Both business analyst and the business architect are considered to be the 'middle entity' between the business and the IT units of an organisation. As such, it is critical for them to have deeper understanding of the business and IT strategies. According to Clare (2011), in addition to being business oriented, business analyst and business architect are required to have a good understanding of IT. Based on their role as a 'middle entity', they are expected to bridge the gap between the business and the IT units, in pursuit for common goal of the organisation. In Hendrickx and Daley's (2011) argument, the positions of business analyst and the business architect are responsible for bridging the gap between business and IT strategies. Business analysis and business architecture assesses and analyses IT strategic supports and enablement for business strategy. The current state is analyzed to detect deficiencies and gaps, based on which future state of the processes and activities are formulated for considerations.

iii. Develop Business solutions

Another major similarity between business analysis and business architecture is their roles and responsibilities, which includes, to develop business solutions for an organisation. Haas (2011) explains that organisational solutions can be a business process, a business model, a system to be developed, or a combination of them. System in this context does not mean computer system, but rather business system, which entails and encapsulates an input and output. This can however overlap, as both concepts are mandated with business solutions.

As much as there are similarities and overlaps, conflicts and confusions will continue to exist between the concepts. That does not ignore the fact that there are differences between business analysis and business architecture. Exploring the differences will enhance an understanding of the roles of each of the concepts. This will alleviate and clarify the confusion between the concepts, to academics, researchers and practitioners. There are two main differences between business analysis and business architecture concepts - user

requirements driven oriented and initiator of business processes and logics. The differences are later expanded in Figure 3. As shown in Figure 2, both differentiating factors also contribute to the similarities, but from different perspectives.

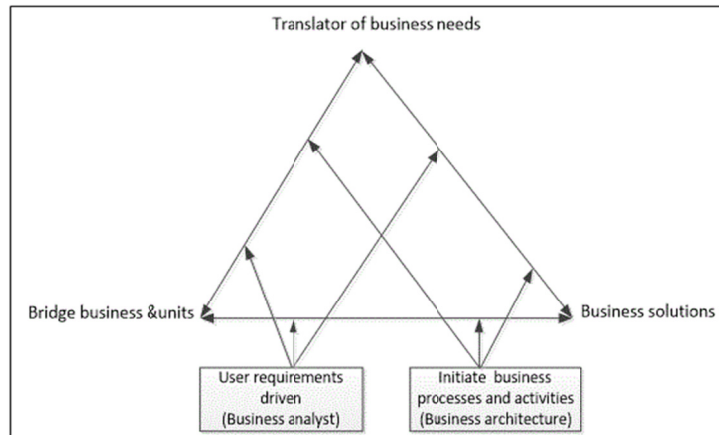


Figure 2: Differentiating factors

- i. **Business Analyst: User requirements driven**
 The main focus of the business analyst is to collect, manage and communicate business requirements within the organisation. Business analyst are therefore more concerned with understanding business requirements through interaction with variety of stakeholders, mostly users (Schreiner,2007;Wever & Maiden, 2011; Wetzstein, 2007). Arguably, stakeholders do not always know how to explain or articulate their needs within contents and contexts, for the IT specialists to gain a good understanding of their requirements. The business analyst therefore translates the requirements from natural and basic language as presented by the users into requirements for the technical people. According to Kaisler et al. (2005), various stakeholders do require different perspectives, which often reflect their needs within the systems. Thus, business analyst acts as an interactive channel among the three communities, which include business architect, users and IT in the organisations (Vashist et al., 2014). The analyst carries out analysis, to assess the connection between requirements and the artefacts that are developed by information technology architect.

- ii. **Business architect: Initiate business Processes and Activities**
 The business architect can initiate projects by developing solutions for strategic purposes. The architect designs and develops business architecture, which are based on organisation’s vision, analysis of current state (“AS IS”) and against future state (“TO BE”) (Kaisler et al., 2005). Business architecture call for the infusion of the overall strategy and directions into the design and operation of an enterprise (Hendrix & Daley, 2011).The architect operates at a strategic level and focuses more on business continuity.

In organisations, the business analyst carries out activities that are based on the architectural solutions. Hendrix and Daley (2011) argued that business analyst add value at solution level, and that organisational structure and architectural levels are out of their reach. Nevertheless, the analyst does contribute to the architectural solutions. The analyst’s activities and tasks are focused on operationalization of the architectural solutions.

The distinction between the concepts of business analysis and business architecture, as revealed in this study, manifests from their roles and responsibilities. Another finding is the implication that the concepts linearly have on each other. This is reflective from two main perspectives, service and functional domains as illustrated in Figure 3. The remainder of this section should be read with the figure so as to gain better clarification and understanding of the distinction between the two concepts.

Service domain – This is categorised into operational and strategic levels. The categorisation helps to distinct the two concepts in an organisational context:

- i. The business analysis exercises its roles and responsibilities at operational level. It focuses on the day-to-day operations, for effectiveness and efficiency purposes. This is intended to enhance processes and activities, for sustainability and competitiveness of an organisation. A business analyst is therefore expected to analyse an organisation’s processes in order to align them with the systems, which were in operations at the time. According to Dawson (2000), organisational strategy defines its strategic positioning and direction, which distinguishes it from its competitors, and contribute to growth.
- ii. Business architecture is considered to be strategic. It focuses on the future as business changes. According to Iyamu (2011), the business architecture expresses the organisation’s key business strategies and tactics, and that it typically consists of the current and future state models of business functions, processes, and information value chain. It is dependent on the organisation’s vision and requirements.

Functional domain – This domain is further classified into two categories of ownership and contributor. This is to specifically distinguish their roles. As shown in Figure 3, the dotted and solid lines connecting the entities represent contributor and ownership, respectively, as they point to the different functions.

- i. Contributor – this means that as stakeholder, the primary role and responsibility is to contribute to the organisational processes and activities. The contributions are therefore driven by users’ requirements at both periodic and *ad hoc* basics.
- ii. Ownership – unlike the “Contributor”, it is not only responsible, but it is also accountable for the activities that are involved in the processes. It therefore takes ownership of any activities that he or she is involved in, and exert his or her leadership in the process. Based on the leadership bestowed on the role, the owner has the mandate to initiate activities and processes within the organisation.

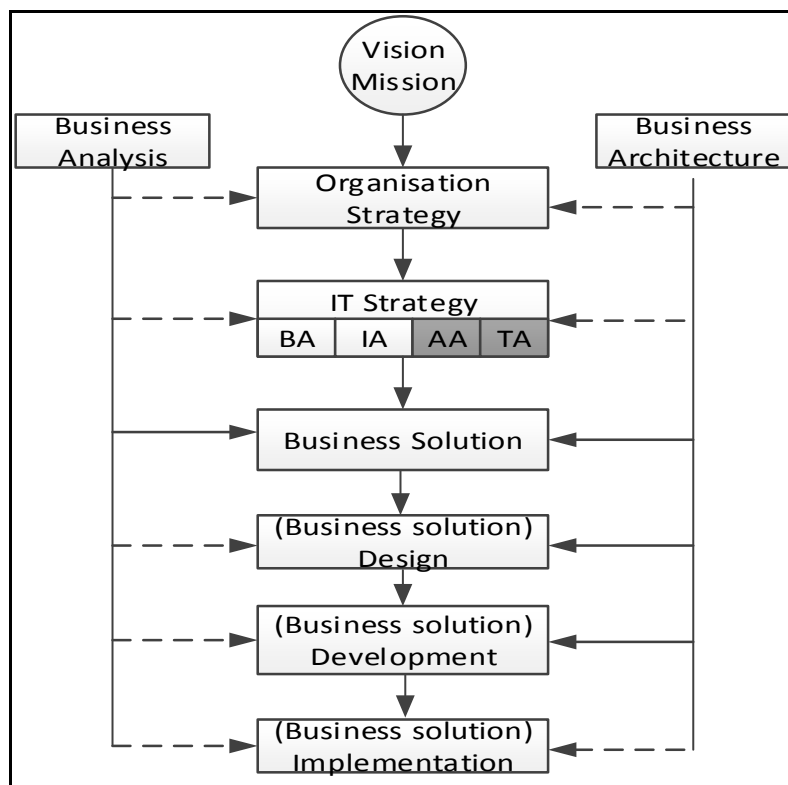


Figure 3: Solution Ownership and Contributor

Organisational strategy – the organisational strategy is developed at senior management and executive levels. As a result, neither the business analysis nor business architecture is able to take ownership of the organisational strategy activity. However, both business analysis and business architecture contribute directly or indirectly, depending on the size of the organisation, to the organisational strategy. In smaller organisations,

structures are a bit flat, with reduced number of levels in the hierarchy. As a result, business analyst as well as business architect could be more involved at organisational level rather than divisional levels. Organisational level refers to the holistic organisational activities, while the divisional level refers to the departmental units, such as marketing, human resources and information technology.

IT Strategy – similar to the organisational strategy, both business analysis and business architecture are contributors to the IT strategy. Their contributions are carried out directly. This could be associated to the fact that they are categorised as one of the primary and focal actors of the IT division. In many large organisations, as viewed by Iyamu (2011), as well as Ross et al. (2006), enterprise architecture is the main contributor of value, to the IT strategy. Both business analysis and business architecture focuses more on business and information domains of the EA. Other domains of the EA include application and technical architectures. In smaller organisations, the business analysis unit often takes the centre stage in the formulation of IT strategy.

Business Solution - The objectives of both the business analysis and business architecture are primarily to deliver solutions that are derived from business requirements. As such, they take ownerships through their accountability and responsibility, to initiate and deliver the solutions for the organisation. The business analyst understands business problems and opportunities from the context of their requirements, based on which they recommends solutions that enables an organisation to achieving its goals (Clare, 2011). According to Iyamu (2013), the business architect arrives at solutions through translation of organisation's key business strategies.

Business solution design - Based on the business solutions that are obtained, both business analyst and business architect partake in the solution design towards achieving the organisation's objectives. Business architect is tasked with the designs of high level solutions, which involves modelling of business processes and activities in the organisations. According to Iyer and Gottlieb (2004), the architecture design specifies how the overall functionality of business solutions are decomposed into individual functional components, and the way in which these components are to interact, in order to provide the overall functionalities. The business analyst and business architect are the main actors in the design of solutions, therefore taking ownership of the activities.

Business solution development – A team of different experts are involved in the development of business solutions in organisations. Both business analyst and the business architect are co-owners of business solutions development. This is iterated in Johri (2010), where it is stated that business analysts are accountable for alignment between organisational needs and solutions' development. The author further argues that once a design for solution has been agreed upon, the business analyst assists the technology team with detailed design work including splitting a large project into phases, reviewing technical design deliverables, and building usability into application software.

Business solution implementation - Development is not the end of the means to actualising business solutions (Iyamu, 2013). If organisational mission and vision are to be achieved, implementation is critical to solutions. Implementation is about practicing conceptual idea, processes and activities. In many organisations, implementation is a challenging process, likely to overrun time and financial budgets that are duly allocated. This could be attributed to the transitioning of phases from theoretical to practical. During the implementation of business solutions, both business analyst and business architect are contributors. The application and technology specialists are often tasked with implementation. As a result, they take ownership of the activities that are involved. However, they are supported by the business analysis and business architecture in the process, primarily to provide interpretation through guidelines and governance.

5. Implications of the Distinction

As has been revealed in this article, it is necessary to establish and understand the distinction between business analysis and business architecture. However, there are implications in doing so, which include alignment, roles and responsibilities, and organisational structure. These three components are interconnected, and difficult to separate:

- i. Alignment

The co-existence of both business analysis and business architecture units can be a strategic and valuable asset, but can also pose challenges to the organisation. Alignment between the concepts in an organisation is critical in order to streamline the challenges of co-existence, which has impact

on productivity. Also, alignment is significant due to the similarities that the concepts share, as well as the differences between them. This makes complementarity of both concepts even more critical within an organisation. The main implication of having both units in an organisational structure comes from how to manage the thin line between the concepts.

For effectiveness and efficiency purposes, business analysis and architecture need to align so as to collaborate, complement and support each other, in achieving the goals and objectives of the organisation. However, within collaborative environment, conflicts are bound to occur. Conflicts such as ownership of ideas and processes between business analysis and business architecture units limit communications and innovation among the team members. Conflicts about ownership manifest from organisational politics, which are often inevitable. According to Bredemeyer and Malan (2002), architect must be able to resolve organisational politics and work with various stakeholders to influence and ensure successful implementation of the architecture in the organisation. For this to happen, roles and responsibilities must be well understood and maintained for the benefit of the organisation.

ii. Roles and Responsibilities

Based on the principles of division of labour, employees are assigned roles and responsibilities. Robbins, Judge, Millett and Boyle (2013) stated that division of labour describes the degree at which activities are subdivided in organisations. This is a common belief in many quarters that work can be performed more efficiently if employees are allowed to specialise in specific area of disciplines. Yarnall (2007) highlights a critical point, that, in order to achieve an organisation's strategies, roles and responsibilities of the employees must be clarified. This promotes focus and improves productivity.

However, the co-existence of both business analysis and business architecture units in the same organisation is a serious challenge, particularly in the allocation of roles and responsibilities. This is primarily because of their overlapping nature. As a result, the co-existence invokes the power to control and dominate one another, by the personnel who are involved in the activities of business analysis and business architecture. This challenge has the potential to affect the quest of achieving the organisational goals. According to Tang, Han and Chen (2004), IT architect could take on the roles of business analyst. This sort of argument propels sense of superiority, manifesting to power to control, hence organisational structure is critically required to define and clarify the roles and responsibilities of individuals and groups in the organisation.

iii. Organisational structure

Organisational structure provides the framework for order and control, through which activities can be planned, organised, directed, managed and monitored (Craig & Campbell, 2012). Organisational structure is impacted by various factors, such as size (Robbins et.al, 2013). Roles and responsibilities of employees including business analyst and business architect are thus determined by the size of the organisation.

Co-existence of both business analysis and business architecture units has impact on how the organisation is structured, and allocates workload as well as responsibilities, to the units, teams and individuals. Due to the nature of business analysis and business architecture as established in this article, distinction between their roles and responsibilities remains a challenge. Also, some organisations are often confused on whether business analysis and business architecture units should be in the IT division, or better placed in the business division. Kamath (2011) highlight some justifications on why both business analysis and business architecture need to be situated in the business rather than the IT division. According to Vashits et.al (2014), in some organisational structure, the business analyst resides in the IT division. It is even more challenging in smaller organisations that do not have the luxury of hierarchy and wide structures. Smaller organisations often merge multiple IT functions in a single job title (Evans, 2004). As long as the concepts of business analysis and business architecture are employed by the same organisations, it will continue to impact structure.

6. Conclusion

It is clear that the concepts of business analysis and business architecture are different, but do have many things in common from IT perspectives. Even though the differences are not many, they are vital. The

confusions and challenges that they do create and cause can be detrimental in their influences and impacts on organisational performance. Also, the confusion can have significant impact on individuals' career, in that some specialists struggle and are challenged on decision to specialise in specific areas. This challenge is often caused by lack of an understanding of the roles and boundaries of each of the concepts. This article helps clarify that confusion, by drawing the distinction between the business analysis and business architecture.

Other primary contribution of this article comes from its clarification of the confusion regarding the lack of distinction between the business analysis and business architecture in both academic and business domains. Over the years, the roles and responsibilities of both concepts have been loosely referred to, and interchangeably used in many quarters including large enterprises. Another contribution of this article is that it will help managers to gain better understanding of the distinct roles and responsibilities, so that both business analysis and business architecture units can co-exist in the same organisation, for common goals and objectives. It therefore would help to reduce the negative impacts that the confusion and challenges practically and unconsciously imposes on the processes and activities in the organisations that employs both concepts in parallel.

Also, and very importantly, the clarification of the distinction of the concepts by this article raises a fundamental question of, whether business analysis and business architecture are roles or titles. This could be of further discourse or study.

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