

## Decizie de indexare a faptei de plagiat la poziția 00363 / 17.02.2017 și pentru admitere la publicare în volum tipărit

care se bazează pe:

**A. Nota de constatare și confirmare a indiciilor de plagiat prin fișa suspiciunii inclusă în decizie.**

Fișa suspiciunii de plagiat / Sheet of plagiarism's suspicion	
Opera suspicionată (OS)	Opera autentică (OA)
Suspicious work	Authentic work
OS	GRIGORE Ana-Maria and RADU Cătălina. Reengineering the management system in small and medium enterprises' from Romania. Studia Universitatis Babeş-Bolyai. Negotia. LV(1). 2010. p.159-166.
OA	MCADAM Rodney. Large scale innovation – reengineering methodology in SMEs. Positivistic and phenomenological approaches. <i>International Small Business Journal</i> . 20(1). p.33–52.
Incidența minimă a suspiciunii / Minimum incidence of suspicion	
p.159:02 - p.159:06	p.33:02-p.33:11
p.160:33 – p.161:13	p.35:09 – p.35:29
Fișa întocmită pentru includerea suspiciunii în Indexul Operelor Plagiate în România de la Sheet drawn up for including the suspicion in the Index of Plagiarized Works in Romania at <a href="http://www.plagiate.ro">www.plagiate.ro</a>	

**Notă:** Prin „p.72:00” se înțelege paragraful care se termină la finele pag.72. Notăția „p.00:00” semnifică până la ultima pagină a capitolului curent, în întregime de la punctul inițial al preluării.

**Note:** By „p.72:00” one understands the text ending with the end of the page 72. By „p.00:00” one understands the taking over from the initial point till the last page of the current chapter, entirely.

**B. Fișa de argumentare a calificării de plagiat alăturată, fișă care la rândul său este parte a deciziei.**

Echipa Indexului Operelor Plagiate în România

## Fișa de argumentare a calificării

Nr. crt.	Descrierea situației care este încadrată drept plagiat	Se confirmă
1.	Preluarea identică a unor pasaje (piese de creație de tip text) dintr-o operă autentică publicată, fără precizarea întinderii și menționarea provenienței și însușirea acestora într-o lucrare ulterioară celei autentice.	✓
2.	Preluarea a unor pasaje (piese de creație de tip text) dintr-o operă autentică publicată, care sunt rezumate ale unor opere anterioare operei autentice, fără precizarea întinderii și menționarea provenienței și însușirea acestora într-o lucrare ulterioară celei autentice.	
3.	Preluarea identică a unor figuri (piese de creație de tip grafic) dintr-o operă autentică publicată, fără menționarea provenienței și însușirea acestora într-o lucrare ulterioară celei autentice.	
4.	Preluarea identică a unor tabele (piese de creație de tip structură de informație) dintr-o operă autentică publicată, fără menționarea provenienței și însușirea acestora într-o lucrare ulterioară celei autentice.	
5.	Republicarea unei opere anterioare publicate, prin includerea unui nou autor sau de noi autori fără contribuție explicită în lista de autori	
6.	Republicarea unei opere anterioare publicate, prin excluderea unui autor sau a unor autori din lista inițială de autori.	
7.	Preluarea identică de pasaje (piese de creație) dintr-o operă autentică publicată, fără precizarea întinderii și menționarea provenienței, fără nici o intervenție personală care să justifice exemplificarea sau critica prin aportul creator al autorului care preia și însușirea acestora într-o lucrare ulterioară celei autentice.	✓
8.	Preluarea identică de figuri sau reprezentări grafice (piese de creație de tip grafic) dintr-o operă autentică publicată, fără menționarea provenienței, fără nici o intervenție care să justifice exemplificarea sau critica prin aportul creator al autorului care preia și însușirea acestora într-o lucrare ulterioară celei autentice.	
9.	Preluarea identică de tabele (piese de creație de tip structură de informație) dintr-o operă autentică publicată, fără menționarea provenienței, fără nici o intervenție care să justifice exemplificarea sau critica prin aportul creator al autorului care preia și însușirea acestora într-o lucrare ulterioară celei autentice.	
10.	Preluarea identică a unor fragmente de demonstrație sau de deducere a unor relații matematice care nu se justifică în regăsirea unei relații matematice finale necesare aplicării efective dintr-o operă autentică publicată, fără menționarea provenienței, fără nici o intervenție care să justifice exemplificarea sau critica prin aportul creator al autorului care preia și însușirea acestora într-o lucrare ulterioară celei autentice.	
11.	Preluarea identică a textului (piese de creație de tip text) unei lucrări publicate anterior sau simultan, cu același titlu sau cu titlu similar, de un același autor / un același grup de autori în publicații sau edituri diferite.	
12.	Preluarea identică de pasaje (piese de creație de tip text) ale unui cuvânt înainte sau ale unei prefețe care se referă la două opere, diferite, publicate în două momente diferite de timp.	

### Notă:

a) Prin „proveniență” se înțelege informația din care se pot identifica cel puțin numele autorului / autorilor, titlul operei, anul apariției.

b) Plagiatul este definit prin textul legii<sup>1</sup>.

„...plagiatul – expunerea într-o operă scrisă sau o comunicare orală, inclusiv în format electronic, a unor texte, idei, demonstrații, date, ipoteze, teorii, rezultate ori metode științifice extrase din opere scrise, inclusiv în format electronic, ale altor autori, fără a menționa acest lucru și fără a face trimitere la operele originale...”.

Tehnic, plagiatul are la bază conceptul de **piesă de creație** care<sup>2</sup>:

„...este un element de comunicare prezentat în formă scrisă, ca text, imagine sau combinat, care posedă un subiect, o organizare sau o construcție logică și de argumentare care presupune niște premise, un raționament și o concluzie. Piesa de creație presupune în mod necesar o formă de exprimare specifică unei persoane. Piesa de creație se poate asocia cu întreaga operă autentică sau cu o parte a acesteia...”

cu care se poate face identificarea operei plagiata sau suspicioanată de plagiat<sup>3</sup>:

„...O operă de creație se găsește în poziția de operă plagiată sau operă suspicioanată de plagiat în raport cu o altă operă considerată autentică dacă:

- i) Cele două opere tratează același subiect sau subiecte înrudite.
- ii) Opera autentică a fost făcută publică anterior operei suspicioanate.
- iii) Cele două opere conțin piese de creație identificabile comune care posedă, fiecare în parte, un subiect și o formă de prezentare bine definită.
- iv) Pentru piesele de creație comune, adică prezente în opera autentică și în opera suspicioanată, nu există o menționare explicită a provenienței. Menționarea provenienței se face printr-o citare care permite identificarea piesei de creație preluate din opera autentică.
- v) Simpla menționare a titlului unei opere autentice într-un capitol de bibliografie sau similar acestuia fără delimitarea întinderii preluării nu este de natură să evite punerea în discuție a suspiciunii de plagiat.
- vi) Piesele de creație preluate din opera autentică se utilizează la construcții realizate prin juxtapunere fără ca acestea să fie tratate de autorul operei suspicioanate prin poziția sa explicită.
- vii) În opera suspicioanată se identifică un fir sau mai multe fire logice de argumentare și tratate care leagă aceleași premise cu aceleași concluzii ca în opera autentică...”

<sup>1</sup> Legea nr. 206/2004 privind buna conduită în cercetarea științifică, dezvoltarea tehnologică și inovare, publicată în Monitorul Oficial al României, Partea I, nr. 505 din 4 iunie 2004

<sup>2</sup> ISOC, D. Ghid de acțiune împotriva plagiatului: bună-conduită, prevenire, combatere. Cluj-Napoca: Ecou Transilvan, 2012.

<sup>3</sup> ISOC, D. Prevenitor de plagiat. Cluj-Napoca: Ecou Transilvan, 2014.



# **Large Scale Innovation – Reengineering Methodology in SMEs**

## *Positivistic and Phenomenological Approaches*

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The aim of this article is to conduct an exploratory study into how SMEs apply Reengineering. In particular, the approach of SMEs to Reengineering definition and methodology are examined. Reengineering has developed from a background in large enterprises. Existing methodologies mainly assume a large organization setting with large-scale resources dedicated to bringing about the large-scale reengineering changes. The paucity of studies in SMEs is surprising given the current and anticipated future market challenges in the SME environment that increase pressure for organizational realignment and responsiveness and market agility. The research involved a literature review and an exploratory multiple case study analysis. In total eight case studies on SMEs, where reengineering had been applied, were analysed using an inductive research methodology, which analysed positivistic reengineering approaches and less structured, more phenomenologically based approaches, which emerged within the case analysis. The analysis indicates that the taxonomy and nomenclature of reengineering, as defined by large organization-based studies, has not translated into SMEs, who use much more general terminology.

KEYWORDS: methodology; phenomenology; positivism; reengineering; SMEs

### **Introduction**

Most business improvement philosophies, models, tools and techniques originate in the theory and practice associated with large private sector organizations. For example, the Business Excellence model (Wiele and Brown, 1999), ISO 9000 (Ahaire et al., 1996) and Investors in People (Dale, 1999) all have their origins within the underlying assumptions of such organizations. Further development of these business improvement approaches is often equated with wider sectoral application, usually the public and SME sectors (Ghobadian and Gallear, 1996). Thus, it is contended that SMEs often apply business improvement approaches that are fundamentally flawed in an SME context, as they do not start by addressing the key features and constraints of SMEs.

innovation management – knowledge creation versus the more structured idea generation and filter literatures. Thus, there is a lack of consensus on the most effective paradigm; there is no one right way. As pointed out by Willmott (1993), these differing paradigms are not incommensurate and can mutually exist in organizations. It is worth noting that although this article uses the precise academic terms associated with epistemology and ontology a helpful and more organizational language could refer to ‘plan driven’ compared to ‘just do it’ approaches, not unlike rapid cycling in strategic double loop learning.

### ***Positivistic Definitions and Methodologies***

The reengineering literature is often associated with large-scale innovation and high-risk change (Lee and Dale, 1998). Such views on reengineering are similar to those of Hammer and Champy’s (1993), whose views on reengineering have been supported, or disagreed with, by a number of researchers, (e.g. Francis and MacIntosh, 1997; Halachmi, 1996). Hammer and Champy (1993) identify seven key activities associated with Reengineering. The four most fundamental are:

- Business process design;
- Dramatic improvement in business processes;
- A process orientation, (as opposed to a functional orientation);
- A radical change in business processes.

Reengineering is dependent on the successful identification and streamlining of processes that add value to the products or services being provided (Aurand et al., 1996). As such, successful reengineering efforts must focus on the cost and the revenue sides of a business. The fifth of Hammer and Champy’s (1993) critical activities is a ‘starting over approach’. This involves a mindset that focuses on the total reconstruction of a process and not simply a modification of existing practices.

Strong leadership is the seventh of Hammer and Champy’s key activities. Gaining firm support and commitment from top management can easily mean the difference between the success and failure of a reengineering project (Lee and Dale, 1998).

Reengineering and associated business improvement methods are often classified as a ‘mechanized’ view or paradigm of organizations (Peppard and Rowland, 1995). This mechanistic approach leads to stepwise methodologies for reengineering implementation. For example, the approaches of Edosomwan (1996) and McAdam and Leonard (1999) support the use of mechanistic methodologies, which essentially start with process identification and analyses, then process innovation and application (see Figure 2).

These methods are essentially positivistic and appear to be more suited to large organizations where stepwise methodologies can be applied in a cause and effect manner, relying on the quasi-stability of the organizational structure. It is not the purpose of this article to be judgmental between positivism and the phenomenological, or more simply the ‘plan driven’ or the ‘just do it’ approaches. Initial analysis of the research case data indicated that some of the SMEs had adopted this approach.

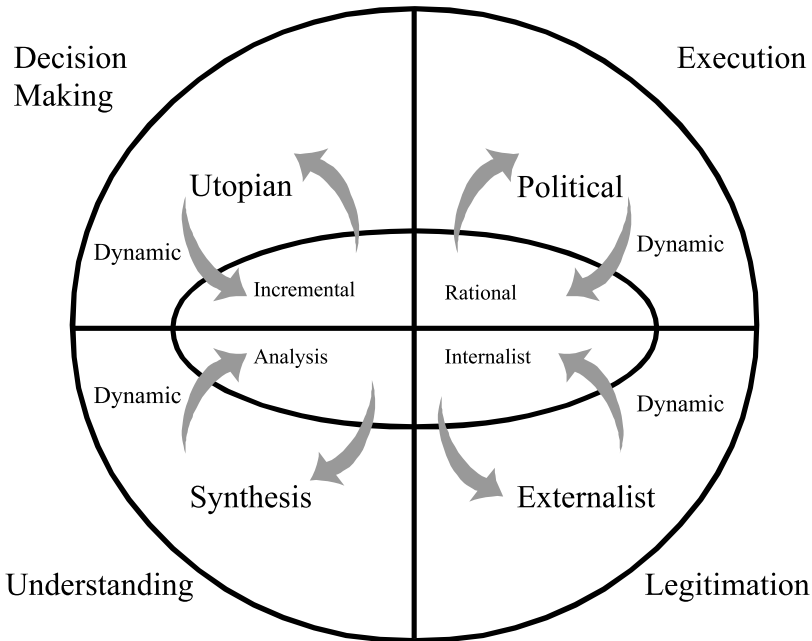


Figure 3. Phenomenologically Based Model for Reengineering (Grint, 1995)

approaches are founded on an analytical epistemology. These approaches can be partially attributed to the engineering and information systems influences of early reengineering developers (Peppard and Rowland, 1995). Grint (1995) contends that such analytical thinking when used in isolation leads to reductionism, unreal fixed boundaries and resultant over-simplification, which ultimately can lead to predictions based on delusory predictive extrapolation. Grint proceeds to advocate a synthesis approach to understanding reengineering-based organizational change, which goes beyond solely the analytical approach (or 'plan driven' approach). In the synthesis approach everything is seen as changing and 'changing together' (similar to SME contexts; Gunasekaran et al., 1996), rather than as a set of discrete dependent and independent variables (a combination of 'plan driven' and 'just do it' approaches). Thus, Grint (1995) sees reengineering taking on the role of synthesizing 'a multitude of disparate elements into an unstable but highly effective hybrid'. Such a process of holistic synthesis is potentially useful in an inherently multifunctional SME context.

**2. Decision Making – Incrementalism to Utopian Decision Making** Grint (1995) refers to the danger of 'incremental orthodoxy' as a reason for some reengineering efforts failing to produce radical improvements. People in organizations largely approach change with an existing set of customs, practices and politics that militate against large-scale innovation. Willmott (1994, 1995) states the need to address such issues, which he broadly characterizes as people issues or the 'missing

in which this state of affairs was achieved was through the introduction of reengineering in conjunction with modular'.

In summary, the new 'Understanding', 'Decision Making' and 'Execution' of reengineering in SMEs is closely linked to, and a part of, other externalist business improvement approaches. The key link for the organizations studied was between reengineering and the Business Excellence model. Although not the purpose of the current study, the researcher feels caution is needed to avoid 'new' reengineering being linked with 'old' BEM approaches. There is a need to replicate this current research for other business improvement initiatives in an SME context, not least for the BEM.

## **Conclusions and Recommendations**

Most business improvement philosophies, methodologies, tools and techniques have their origins in theory and practice that is grounded in large private sector organizations. In the main these approaches to business improvement, such as reengineering are positivistic, rely on cause and effect relationships and involve stepwise methodologies, or in other words most tend to be more 'plan driven'.

The research has shown that attempts to solely apply these reengineering methods to the SMEs studied ended in failure and a need to fundamentally reconsider the definition and methodology associated with reengineering in SMEs. Key factors associated with the failure of solely plan driven large organization reengineering methods when applied to SMEs were resource constraints, rapidly changing markets and customers, leadership roles, the need for agile strategy, flexibility and structure.

The research findings indicate that the SMEs developed their own fundamental understanding and successful implementation of reengineering. Overall, their approach was a combined (or synthesis; Grint, 1995) approach, using a greater number of holistically based approaches that include both positivistic and phenomenologically based strands. Grint's model of reengineering, which is situated in this epistemological domain, was found to be a useful means for summarizing the SMEs' approaches to reengineering. First, the model (Figure 3) shows the need for agreed understanding, not simply based on rational thinking but developing a synthesis of understanding where many approaches are accepted. Thus, the SMEs developed a holistic understanding of reengineering that did not exclude an approach because it did not fit a precise methodology. Furthermore, their understanding of reengineering embraced creativity, innovation and knowledge as key catalysts for reengineering change. Secondly, in terms of 'Decision Making', the 'new' reengineering understanding developed by SMEs did not succumb to the temptation to retreat to incrementalism; rather, they retained the radical tenets of reengineering. Large-scale improvements were not seen as the exclusive domain of large organizations and the research revealed many examples of radical improvements in a range of key performance measures. Thirdly, the research relating to 'Execution', revealed that the SMEs were relying on a range of measures to implement the 'new' reengineering. These measures were not restricted to rational implementation reasoning but showed cognizance

of political implementation factors such as the more dominant Managing Director's influence in an SME and the organizational culture. Implications for training and development in SMEs include greater emphasis on action-based learning as distinct from formal learning by rote. Fourthly, the reengineering efforts were 'legitimized' within SMEs by linking them to other external business improvement approaches, such as the Business Excellence Model, Investors in People and Modular Manufacturing.

There is a potential danger emerging that 'new' reengineering in these companies will be linked with 'old' BEM or 'old' IiP. Such a link could potentially stop much of the progress that has been made in these organizations. It is therefore recommended that further case-based research be carried out to examine how SMEs are applying the Business Excellence Model and other business improvement approaches to see if there is a fundamental shift in their understanding beyond the assumptions of the large organization.

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