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| **References** | References to other publications must be in **Harvard** style and carefully checked for completeness, accuracy and consistency. This is very important in an electronic environment because it enables your readers to exploit the Reference Linking facility on the database and link back to the works you have cited through CrossRef.You should cite publications in the text: (Adams, 2006) using the first named author's name or (Adams and Brown, 2006) citing both names of two, or (Adams *et al.*, 2006), when there are three or more authors. At the end of the paper a reference list in alphabetical order should be supplied: |
| *For books*  | Surname, Initials (year), *Title of Book*, Publisher, Place of publication.e.g. Harrow, R. (2005), *No Place to Hide*, Simon & Schuster, New York, NY.  |
| *For book chapters*  | Surname, Initials (year), "Chapter title", Editor's Surname, Initials, *Title of Book*, Publisher, Place of publication, pages.e.g. Calabrese, F.A. (2005), "The early pathways: theory to practice – a continuum", in Stankosky, M. (Ed.), *Creating the Discipline of Knowledge Management*, Elsevier, New York, NY, pp. 15-20.  |
| *For journals*  | Surname, Initials (year), "Title of article", *Journal Name*, volume, number, pages.e.g. Capizzi, M.T. and Ferguson, R. (2005), "Loyalty trends for the twenty-first century", *Journal of Consumer Marketing*, Vol. 22 No. 2, pp. 72-80.  |
| *For published conference proceedings*  | Surname, Initials (year of publication), "Title of paper", in Surname, Initials (Ed.), *Title of published proceeding which may include place and date(s) held*, Publisher, Place of publication, Page numbers.e.g. Jakkilinki, R., Georgievski, M. and Sharda, N. (2007), "Connecting destinations with an ontology-based e-tourism planner", in *Information and communication technologies in tourism 2007 proceedings of the international conference in Ljubljana, Slovenia, 2007*, Springer-Verlag, Vienna, pp. 12-32.  |
| *For unpublished conference proceedings* | Surname, Initials (year), "Title of paper", paper presented at Name of Conference, date of conference, place of conference, available at: URL if freely available on the internet (accessed date).e.g. Aumueller, D. (2005), "Semantic authoring and retrieval within a wiki", paper presented at the European Semantic Web Conference (ESWC), 29 May-1 June, Heraklion, Crete, available at: <http://dbs.uni-leipzig.de/file/aumueller05wiksar.pdf> (accessed 20 February 2007).  |
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| *For encyclopedia entries (with no author or editor)* | *Title of Encyclopedia* (year) "Title of entry", volume, edition, Title of Encyclopedia, Publisher, Place of publication, pages.e.g. *Encyclopaedia Britannica* (1926) "Psychology of culture contact", Vol. 1, 13th ed., Encyclopaedia Britannica, London and New York, NY, pp. 765-71.(For authored entries please refer to book chapter guidelines above) |
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| *For newspaper articles (non-authored)* | *Newspaper* (year), "Article title", date, pages.e.g. *Daily News* (2008), "Small change", 2 February, p. 7.  |
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**References (ΒΙΒΛΙΟΓΡΑΦΙΑ ΣΤΟ ΤΕΛΟΣ ΤΟΥ ΚΕΙΜΕΝΟΥ)**

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Pritchard, J.P. and Armistead, C. (1999), “Business process management – lessons from European business”, *Business Process Management Journal*, Vol. 5 No. 1, pp. 10-32.

**ΒΙΒΛΙΟΓΡΑΦΙΑ ΕΝΤΟΣ ΚΕΙΜΕΝΟΥ**

Benner and Veloso (2008) stated that like other process management programs, the ISO 9001 standard focuses on improvement in an organization’s operating processes as a means to improving quality and efficiency.

According to Sharma and Kodali (2008), process management as an element of total quality excellence has been supported by the majority of the award-based frameworks as well as researcher/academic-based frameworks.

Attention to processes has increased as thousands of organizations have already adopted process-focused programs such as ISO 9001 and Total Quality Management (TQM), (Benner and Veloso, 2008).

Owing to constantly changing business requirements and challenges such as decreasing product life cycle, international competition and increasing cost pressure, companies are forced to improve their processes in order to keep pace with market requirements (Neubauer, 2009), with respect to safety, quality and cost of products. The quality of an enterprise’s products and services is a direct reflection of its ability to improve the processes via Business Process Management (BPM) (Elzinga *et al*., 1995).

Some of these research proposals are those of Idris and Zairi (2006), Singh and Smith (2006), Gotzamani *et al.* (2006), Karuppusami and Gandhinathan (2006), Sila and Ebrahimpour (2005), Prajogo (2005), Vouzas and Gotzamani (2005), Sun *et al.* (2004), Rahman (2004), Coleman and Douglas (2003) and Dale (2002).

Exploring the TQM literature numerous studies were revealed. These studies examined the TQM factors implementation, the results of adopting them and their relationships. TQM factors, as they have been detected in recent studies are the following (Rahman and Siddiqui, 2006; Gotzamani *et al*., 2006; Ju *et al*., 2006; Karia and Asaari, 2006; Drew and Healy, 2006; Hafeez *et al*., 2006; Singh and Smith, 2006; Singh *et al*., 2006; Hoang *et al*., 2006; Yang, 2006; Ahmed *et al*., 2005; Lagrosen and Lagrosen, 2005; Lewis *et al*., 2005; Miyagawa and Yoshida, 2005; Prajogo and McDermott, 2005; Prajogo, 2005; Seth and Tripathi, 2005; Sila and Ebrahimpour, 2005; Tari, 2005): leadership, strategic quality planning, employee management and involvement, supplier management, customer focus, process management, continuous improvement, information and analysis and knowledge and education.