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STRATEJİK YÖNETİM ARAŞTIRMALARI DERGİSİ

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(SYAD)

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IS TURKEY MISSING THE TRAIN OF PROJECT MANAGEMENT?

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ABSTRACT

The aim of this study is to make an educational comparative analysis towards project management (PM) in scope of bachelor, master and PhD degrees between Turkey and European countries by focusing on competitive advantage, maturity and future trends in project management. Analysis show that in Turkey, only three universities have PM master degrees which are focused on the field of construction and architecture. On the other hand, most of the universities including top universities in Europe have bachelor, master and PhD level PM degree offers. The programs are mainly taught in business schools and in many kinds of PM profession. There is no PM degree offer in business schools in Turkey. It is also evident that, while the programs in Turkey are centered in Istanbul, the programs in Europe has spread all over the regions.

Key words: Institutional and organizational context, Knowledge management/learning, Project careers, Project management maturity

TÜRKİYE PROJE YÖNETİM TRENİNİ KAÇIRIYOR MU?

ÖZET

Bu çalışmanın amacı, proje yönetiminde lisans, yüksek lisans ve doktora dereceleri kapsamında, Türkiye ve Avrupa Birliği ülkeleri arasında, proje yönetiminde karşılaştırmalı üstünlük, olgunluk, ve gelecek trend odaklı, karşılaştırmalı eğitim programları analizi yapmaktır. Analiz sonuçlarına göre, Türkiye’de yalnızca üç üniversite de yüksek lisans derecesinde, ve bir bölümde doktora derecesinde mimarlık ve inşaat alanlarına yönelik olarak proje yönetimi eğitimi verilmektedir; diğer yandan Avrupa’da yer alan birçok üniversite de, proje yönetiminde lisans, yüksek lisans ve doktora seçenekleri bulunmaktadır. Avrupa’daki programlar genellikle iş okullarında sunulmakta olup; proje yönetiminde birçok alanı kapsamaktadır. Türkiye’de yer alan iş okullarında, proje yönetimi üzerine herhangi bir program bulunmamaktadır. Türkiye’de yer alan bölümler İstanbul odaklı iken; Avrupa’da ki okulların merkez bölgelerden çevre bölgelere de yayıldığı görülmektedir.

Anahtar Kelimeler: Kurumsal ve organizasyonel kapsam, bilgi yönetimi/egitim, proje kariyerleri, proje yönetiminde olgunluk

Introduction

Project Management (PM) is a discipline which has emerged in 20th century mainly in defense industry (Cleland & Ireland, 1994). There are many studies concerning the historical development of project management as a discipline (Ohara, 2008); (Cleland & Ireland, 1994); (Asada, 2008); (Kerzner, 2001); (Howes, 2001). Project management has developed significantly as a profession in last decades. Many organizations changed their standard way of doing business to enhance efficiency, effectiveness, economy and created matrix organizations such as project oriented or project-based organizations (Gemünden, Lehner, & Kock, 2017). On one side, while the profession leads organizations for change; on the other side, organizations need skilled workforce to implement projects successfully. Today, lots of the organizations are implementing projects, but it seems that every 1\$ of 10 \$ is being wasted because of inadequate project performance (PMI, 2018). Considering the project success, only 1/3 of the projects around the world seem to be finished within the triple constraints (time, cost, quality), rest have problems with delays, over budget or less quality (Parker, Parsons, & Isharyanto, 2015). Today's environment in which the businesses operate, are mainly dynamic, changes very fast and complex in nature. This environment strongly recommends to become excellence in project, programme and portfolio management (PMI, 2018). As an example for this complex environment, research shows that, high complexity is rising in projects with an average of %41 of the projects in 2018, while it was %35 in 2013 (PMI, 2018).

In 1980s and 1990s there was little research on strategic importance of project management. Nowadays, project management is gaining more and more importance. Strategic concepts such as programme and portfolio management are also linked to project management and

strengthened its strategic role (Srivannaboon, 2009). Project Management has emerged in defense and aerospace projects of governments and gradually spilled over other areas such as engineering, information technologies (IT), business product development, automotive, energy, healthcare, event organization (Weaver, 2007). Today projects are everywhere. As a basic example, in UK, nearly %100 of government initiatives are done by PM logic (Meggs, 2018). US is also one of the leading countries that invest in project management. Pioneering umbrella organizations such as Project Management Institute (PMI), International Project Management Association (IPMA), Association of Project Management (APM) have contributed a lot to the profession with reports and products as well as providing certification of individuals and organizations for further development. It is also highly developed in Asia. Japanese have their own project management which is called as Kaikaku (innovation, development, improvement) Project Management (KPM) (Ohara, 2008). China, India are also investing into the profession. As an example in 2019, IPMA global project awards in the category of mega projects were given to an Indian company which was mainly functioning in energy sector (IPMA, 2019). These umbrella organizations provide services either by certifications of project managers/organizations or by products that guide organizations towards project management. They also award the best practices around the world to create benchmark in project management.

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1. Methodology

The exploratory research question was: Is Turkey far behind in project management degree programs comparing with Europe? The authors of the paper has started by critically reviewing the literature. The research has focused on three main areas:

1. Competitive advantage of project management

2. Project management maturity and success
3. Future trends and expectations on project management

We thought that abovementioned aspects could clearly explain the importance of project management. After setting the ground information, we have searched project management degree programs in Europe. We have used ten online websites to find out project management related programs in Europe. For degree programs in Turkey, Council of Higher Education website were used as a source.

After having found the programs, we have started to analyze the main structure of the programs. The main question was: What kind of project management related programs are proposed and at what level? We have filtered the dimensions of project management programs eg. IT, artificial Intelligence (AI), telecommunication, energy. Then we compared the programs that are proposed by Turkey's higher education institutions and Europe's higher education institutions. At the end, we made a conclusion by drawing attention for investment at short and midterm by emphasizing all the important factors that are found in the literature.

2. Project Management Creates Competitive Advantage

One distinguishing character of project management is whether it creates a competitive advantage or not. According to a survey result, %90 of global senior executives and project management experts think that sound project management is a key element of successful results and competitive advantage (Gardiner, 2014). An organization has lots of resources such as financial, human, physical, social, technological. These assets can be tangible as concrete, physical, codified or grounded on explicit knowledge, or can intangible as tacit, untold but understood. Just a small portion of organization's assets considered as strategic that contribute to competitive advantage (Mathur, Jugdev, & Tak , 2007).

VRIO framework is used to understand the strategic assets of an organization which are *valuable, rare, inimitable* and include *organizational* support. In the literature, it is argued that intangible assets are the source of competitive advantage (Mathur, Jugdev, & Tak , 2007). An organization reaches to a competitive parity when it has resources that are valuable. Valuable and rare resources provide a temporary competitive advantage. Lastly, valuable, rare, and inimitable resources provide sustained competitive advantage. Organizational support starts from having competitive parity and reaches its top level during the whole process (Mathur, Jugdev, & Tak , 2007).

It is argued in the literature that intangible values of project management creates competitive advantage position of an organization (Mathur, Jugdev, & Tak , 2007). Tangible assets of project management do not directly influence the competitive advantage but when supported with intangible assets, tangible assets can create a competitive advantage of an organization (Mathur, Jugdev, & Tak , 2007). An organization establishes a strategy by selecting competitive elements that leads to create advantageous position. These elements force the organization to focus on projects that are fit for purpose (Srivannaboon, 2009). Project management refers to priorities such as, time, cost, quality to help the organization to accomplish the competitive advantage. Plan, do check and act are checklists for coordinating continuous improvement (Srivannaboon, 2009).

Project management requires conscious use of planning and actions (Longman & Mullins, 2004). PMI's last (PMI, 2019) analyze of the profession reveals that organizations wastes almost 12 percent of their investment in project because of poor performance. Recent studies reveal that success in project management is the key for the organizations and

the most important success factors for a project management success are as follow:

1. Executive sponsors need to be actively engaged to project
2. Scope creep or changes that are uncontrolled need to be avoided as much as possible
3. Value delivery procedures need to be matured (PMI, 2018).

Project Management Offices (PMO) are also seen as strategic source for organizations that are seeking for excellence in project management (PM Solutions, 2016). The workforce in the PMO is also very important for success. The more the employees are experienced and well educated in the field, the more likely the projects and programs are going to be succeed (PM Solutions, 2016).

3. Project Management Helps Organizational Maturity

Project management maturity is one of the important elements of competitive advantage. It starts with establishing tangible assets and building up intangible assets throughout the process of maturity. (Mathur, Jugdev, & Tak , 2007) Examples of this process includes, establishing project management office, adopting tools, techniques, methodology, standards, and processes. At higher level it includes the use of program and portfolio management practices. Training project managers, supporting Project Management Professional (PMP) certification and encouraging a sustainable career path for project managers are also considered as tangible investments in the organization's pathway of project management maturity (Srivannaboon, 2009) (Spinelli Schelini, Marten, & Pisc, 2017). Project management maturity and excellence in projects both starts with a comprehensive acceptance for change, then spreads throughout the whole structure of the organization.

The research also argues that, only %58 of the organizations understand the value of the project management (PMI, 2018). So there is still more way to make an impact on companies. But this situation doesn't mean that organizations do not give any importance for project management. Value creation and creating competitive advantage is different than just implementing the project and delivering outputs. As the organizations climb up the levels of maturity in project management the likelihood of having competitive advantage increases. But we need to emphasize also that, maturity in project management is a never ending journey (Kerzner, 2001).

PM maturity requires a very big desire to reach organizational excellence in the practice of PM. It enables the company to find and develop competences in a time period of learning and make them as key resources (Spinelli Schelini, Marten, & Pisc, 2017). According to (Bolles, 2002) accomplishing projects successfully, requires explicit knowledge, skills, tools and techniques. He recommends in his study that, creating 'Project Management Centre of Excellence' will increase project success. In his study he characterizes the maturity process of the organization as initial, repeatable, managed, distributed. He argues that with the establishment of center of excellence and with its fully functioning, project deliveries on time and within budget rise from %25 to %95 at 'distributed' level, and %99 at 'sustained' level.

4. Future Trends Show The Importance Of Project Management

Another important aspect of the project management focuses on the developments in the future. There are lots of external and internal factors that affect organizations think and act in a different way. Rapid changes in global world force organizations to become competitive. Project-oriented management is becoming more common in recent years and seen as an alternative to deal with corporate challenges. Organizations

are developing their capacity on technology and services which enable them for digital transformation that is described as “technology quotient” for people who want to develop their skills on technology based needs (PMI, 2019). Currently, leading sectors in project management seem to be manufacturing and construction, information services and publishing, finance and insurance, management and professional services, utilities and oil and gas (PMI, 2017).

(PMI, 2017), has revealed a report concerning that talented workforce needed in upcoming years. By the year 2027, companies will need nearly 90 million employee working in project management related jobs globally, but at the same time the report argues that there is a significant ‘talent gap’ which is a threat for implementing strategy, managing change and innovation. That means, each year until 2027, project world needs at least two million talented workforce (PMI, 2017). In the report it argues that, project oriented industries will help GDP of the national countries at around 20 trillion \$ in 2027. New project oriented roles will be needed each year all around the world especially rapidly developing economies such as China and India (PMI, 2017) (PMI, 2018). While a major shift in the project management paradigm is occurring, there is also an increasing gap between the desires of business world and workforce to be fit for the purpose (PMI, 2018).

Additionally, it is also a fact that soft skills such as communication, leadership, negotiation are becoming more important than they were before (PMI, 2019), (PMI, 2018). Searching for practitioners with those mix competences mentioned above are in demand which is depicted as “PMI’s Talent Triangle”. The triangle consists of *technical* and *leadership* skills plus *strategic and business management* skills. The main focus here is the stakeholders and teams which are very important to inspire and intellectual or technical skills need to be reinforced by

emotional intelligence qualities such as empathy, self-awareness and motivation (PMI, 2019), (PMI, 2018). Research argues that, well trained and experienced project managers increase the probability of the project success (PMI, 2018).

The research also show that the role for project managers jobs are widening into areas such as;

- Strategic Advisor
- Innovator
- Communicator
- Big Thinker,
- Versatile Manager (PMI, 2018).

The financial rewarding system is promising as well especially for those who have certifications (PMI, 2020). According to PMI's salary survey including 42 countries and 32.000 project management practitioners around the world, show that salaries vary between 14.000 \$ (Egypt) to 132.000 \$ (Switzerland) yearly. Turkey's salary offerings are around 29.000 \$ per year (PMI, 2020).

Learning and education is a trending topic in project management (Gemünden & Yvonne, 2015). The studies show that for employees who have routine work roles will be replaced by the advanced digital technology such as Artificial Intelligence (AI) in the future (Derek & Beverley , 2019), (ARUP, 2017) (PMI, 2019). The new skillset for project employees will focus on more social skills, creative and entrepreneurial skills, cross cultural dialogue and interconnectivity skills and technical skills (Derek & Beverley , 2019), (Yanjuan, 2019). It is estimated that top 100 company in the world will have a project management professional at a senior level by the year 2030 (ARUP, 2017).

While we are drawing a relational link between business needs vs the workforce, it needs to be mentioned that executive support for projects, and project management needs to be visible at every level of the company. It is seen as the biggest reason for project failures today (PMI, 2018). It was nearly the same 20 years ago. A report, by Standish Group was published at the beginning of 1994. The report was mainly about understanding why IT projects succeed or failed. According to their report CHAOS, following 10 elements are shown as critical success factors in IT projects (Wysocki, 2004). As it will be seen below the biggest critical success factor is executive support.

1. Executive support
2. User Involvement
3. Experienced project manager
4. Clear business objectives
5. Minimized scope
6. Standard software infrastructure
7. Firm basic requirements
8. Formal methodology
9. Reliable estimates
10. Skilled staff

To sum up this part, we tried to explain from the literature that project management as a profession contributes organizations to gain competitive advantage. This advantage comes with the maturity process of the organizations. The more the organizations learn from their experiences or benchmark themselves with the industry standards, the more likely that they will get matured. We have also covered our research with lots of reports that tell the current situation of project management. It can be referred from our literature review that, the profession is developing but the state of the art shows, the success in projects still have long way to run. There are still lots of failures which are considerably needs high attention. We have also mentioned some of the success factors or reasons for the failures of the projects. When it

comes the aspects of skilled staff, project management knowledge, training and education, we jump into a new area which is education. We tried to link competitive advantage, maturity, industry analysis, human resources with education so to back up our main idea which is to encourage and recommend to investors to invest in project management in Turkey, because PM education in Turkey is really behind in terms of PM related degree offers. The next part will be mainly focusing on educational comparative analysis on project management in scope of Europe and Turkey. When combined together the general idea will be obvious for the investors to get the overall picture.

5. Project Management In Turkey

Project management as a logic in Turkey was adopted by government from the beginning of first development plan (1963-1967). Development plans give a clear picture and approach on the development of project management in Turkey. The first plan (DPT, 1963) was emphasizing that project based work was not developed at a desirable level in Turkey, therefore an investment was needed to work on a project basis. In the same plan, it was also noted that most of the projects of state owned were fully contracted to private organizations. Priority in projects were mainly focusing on cost- profit ratio, effect on balance of payments, revenue from foreign investment and effect on employment.

In the second plan (DPT, 1968), critical path method (CPM) was first introduced to adopt as a methodology for projects which was developed in US as methodology on project management in 1950s (Weaver, 2007). This was the only mentioning of the term “CPM” in all development plans throughout the years. Although private sector was encouraged with subsidies with a precondition for the projects to address the development goals, it was also noted that, project related jobs were not in the hands of capable people (DPT, 1968). So the effects of the projects were low.

Another element was that, Turkey was in need of financial assets to fund the projects at a bigger scale. Moreover, There was a lack of coordination in large scale projects that include multiple stakeholders.

In the third development plan which includes (1973-1977), it was mentioned that the delays and inefficacy for the previous 10 years of implementation of plans were resulted from a lack of project services and accordingly lack of qualified human resources (DPT, 1979).

The South-eastern Anatolian Project, which was known as GAP, was one of the mega projects in Turkey that took many years to complete and it was first initiated in the fifth development plan (1985-1989). In the plan, a project management office (PMO) was set out to be established to steer the project. Stating of project management office was first introduced with the GAP (DPT, 1989). In the sixth development plan, build-operate and transfer model was introduced in projects in order to finance big scale projects (DPT, 1990).

Research and development was also in consideration. But it was an evident from seventh development plan that big project implementation on the area of research and development including many researchers was lacking of project management experience (DPT, 1996). In the same plan it was also evident that big infrastructure projects was lacking of an audit mechanism upon their completion. This was also resulted from inadequate human resources which is still an issue in Turkey as well.

Turkey has adopted the project cycling management approach with the eight development plan (DPT, 2001). Actually in this decade, there were many changes in the political and cultural, bureaucratic structure of Turkey. EU negotiation process for full membership has started with the beginning of 2000s. With the acceleration of EU accession process, project management has developed significantly. One of the examples

from that era was establishing “*regional development agencies*” which foster a program level arrangements and project based implementation. These agencies were publishing programs for regional development and beneficiaries were required to apply for the funds that match the goals of the program and to get the funds, organizations were asked to prepare project proposals and they were evaluated before funded. Regional development agencies are still in function and they announce available funds every year. But the main function of regional development agencies are to prepare regional development plans. Funding projects are also important with the limits of the available budget for the specific program.

Another example for development of project management in Turkey after 2000 was being a partner of EU programs. Turkey has benefited some of the EU funds by being as a candidate country. These programs such as “*Erasmus Plus*”, “*Horizon 2020*”, “*Creative Europe*”, “*Instrument for Pre Accession*” (IPA 1-2) served for Turkey to accelerate the accession process. Being a partner of such programs has developed a pool of beneficiaries at national as well as local level and many civil society organizations actively implemented projects with the provided funds. But it is still an issue at EU level as it can be seen in progress reports. For example in the latest progress report which was published in 2019 for Turkey, recommends three important points for future development of programs in Turkey (EU Commission , 2019):

1. “*To focus on the completion of the ongoing operations under IPA2 (Instrument For Pre Accession), in particular the mature operations within the existing pipeline, in order to ensure full implementation of EU funds by the set deadlines to deliver high quality results and avoid de-commitments*”.
2. “*To ensure effective strategic planning and risk management at the program level*”.

“Strengthen the capacities of the National IPA Coordinator (NIPAC) and National Authorizing Officer (NAO) to coordinate Operating Structures (Oss), as well as administrative capacities in the field of Regional Policy and coordination of Structural Instruments”. It can be understood from the progress report that a sound project and program management is still needed for Turkey for a better absorption of allocated funds.

More recently, Turkey has made significant efforts on implementing mega projects with the method of public private partnerships, which include defense industry, railways, energy production, automotive industry, information technologies, e-transformation of public services and many of private services as well. But it is still being indicated that institutional capacity building is an area for improvement (Strateji ve Bütçe Başkanlığı , 2019).

To conclude this part, There are revolutionary improvements at project and program level in Turkey but the gap between the speed of project stocks and talented human resources is still a matter of fact. While the project implementation areas are spreading into many areas; at educational level we argue with our study that it is still lacking behind comparing with many EU countries. We will touch on the results of our findings in next section which will provide a clearer picture in this area for improvement.

6. Research Findings

Our research focuses on educational programs around Europe. According to our literature reviews, there is a scarcity of comparative analysis between educational institutions on project management. We wanted to compare Turkey with Europe in terms of project management. Our main sources for data finding have been listed as:

1. European Commission: Study in Europe (European Commission, 2020)
2. onlinestudies.com: Online master programs in project management (Online Studies, 2020)
3. QS World University Rankings: Masters in management rankings (QS, 2019)
4. educations.com: Project management master's degree in Europe (Educations.com, 2020)
5. Financial Times: Masters in management in 2019 (Financial Times, 2019)
6. The Economist: Master in management 2019 ranking (The Economist, 2019)
7. bestmasters.com: Top 2019 eduniversal best masters ranking innovation and project management in Western Europe (Eduniversal, 2019)
8. masterstudies.com: Masters programs in project management in Europe 2020 (Master Studies, 2020)
9. bachelorportals.com: Bachelor degrees in project management (Study Portals, 2020)
10. mba.today: Accredited business schools in Turkey (MBA Today, 2020)

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Our research has revealed that there is no comprehensive database for educational studies in Europe. The most comprehensive source is the European Commission website, where there is a link for national educational systems. Although it is the most comprehensive one, it still lacks a standardized model. We have gone through to the national education databases of countries via Commission's web site and checked the term "project management" in search area. Then we have filtered all the bachelor, master, PhD level educational programs. The online websites that are mentioned above were used for a double check. For programs in Turkey, Council of Higher Education website were used as a source.

We need to emphasize that our findings are limited to the websites that we have used. Some of the online programs are not included in this study. There may be some other project management related programs in

native language of the countries. So the numbers we are proposing in this research are not definite numbers because of the scarcity of a broad search engine, therefore do not show the exact number of the project management programs in Europe. However there might be a scarcity in broader data, the vast amount of the data provided in this research is enough to conclude that there is a huge difference comparing the project management programs in Turkey with Europe.

Table 1: Educational Programs in Turkey Related to Project Management (Until 01/06/2020)

University Name	Department	Program	Degree	City
İstanbul Kültür University	Construction Engineering	Project Management	Master	Istanbul
İstanbul Kültür University	Construction Engineering	Project Management	Master	Istanbul
İstanbul Kültür University	Construction Engineering	Project Management	PhD	Istanbul
İstanbul Teknik University	Architecture	Construction Project Management	Master	Istanbul
İstanbul Teknik University	Architecture	Project and Construction Management	Master	Istanbul
İstanbul Teknik University	Architecture	Project and Construction Management	PhD	Istanbul
MEF University	Engineering	Construction Project Management	Master	Istanbul

According to our findings which is shown in table 1, project management is taught in three universities where all of them are located in Istanbul. All of the fields are related with engineering and architecture. There are 5 master level and 2 PhD level project management related degree programs. It is noted that there is no bachelor level degree programs on project management. Another important finding is that, none of the accredited business schools¹ in Turkey have project management degree programs.

¹ The Business Schools around the world are accredited by international accreditation organizations such as AACSB, AMBA and EQUIS. The schools can be accredited by one of them, two of them or all of them. The business schools in Turkey are only accredited by AACSB international, and listed as:

In Europe, our findings show that there are 175 project management related programs at all levels. Within the scope of this research, UK universities have the lion share with 79 institutional programs. Then comes Germany with 20 programs. Spain has 19 and France has 11 programs. The remaining countries have less than 10 programs. Our research also reveals that, project management programs are spread to different fields such as IT, energy, strategic management, agriculture, aerospace, international business, construction, logistics, infrastructure, cyber security. The study also revealed that, most of the programs are delivered at master level.

The biggest difference between programs in Turkey and Europe seems the different types of project management programs that are proposed in Europe. Turkey has only one field in project management and that is in the field of “construction and architecture”. The other difference is that institutional programs are spread to regions across Europe, while programs in Turkey are located in only one city that is Istanbul. Another difference is that, there are bachelor’s programs in Europe but there is no bachelor’s degree in project management in Turkey. Our research has also revealed that, business schools have project management programs in Europe widely but none of the accredited business schools in Turkey have project management degree.

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Conclusion and Further Discussions

Although our comparative analysis is limited with the data that is found by online searching, there is a huge gap in educational programs in terms of project management between Turkey and Europe. We have found at least 175 programs that are related with project management in Europe. The lack of a comprehensive data on internet is the limitation of this study, but the amount of quantifiable data found is enough to compare Europe with Turkey. Our findings have revealed that almost every country in Europe has at least one program, related with project management. The programs are not only provided

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1. Bilkent University (Istanbul)
 2. Istanbul University (Istanbul)
 3. Koc University (Istanbul)
 4. Sabanci University (Istanbul)

at capital centers, they are distributed at local levels as well. The diversity of the programs are one of the distinguished characteristics of the programs in Europe. We have found that, there is only construction and architecture based educational programs in Turkey, whereas the programs in Europe are diversified to e.g. IT, energy, strategic management, agriculture, aerospace, international business, construction, logistics, infrastructure, cyber security. Additionally, our analysis have also revealed that there is no bachelor degree level project management programs in Turkey and the accredited business schools do not provide project management programs.

In the beginning of our research paper, we tried to explain the importance of project management with quantifiable evidences. The industry analysis clearly underline that the sector is developing at a rapid rate and the growth trend in project management is likely to increase in coming years as many organizations realize the importance of project management. The need for a skilled workforce is also explained in this study. The rapidly changing complex environment where projects take place will require more talented workforce to close the “talent gap”.

Today, project management notions such as project success, competitive advantage, maturity, sustainability, efficiency, effectiveness, training, excellence have become core elements for organizations. Organizations are looking for different ways to implement projects successfully in a sustainable way. The authors of this paper conclude that, the most important aspects of future of project management will be education and training. To reduce the “talent gap” and meet with the industry needs, it is important to invest in education and training. The authors of this paper recommends to the policy makers to support and encourage educational institutions for investing in project management programs in Turkey. The business schools in Turkey are also recommended to propose new project management programs to students. It is also important to link project management with emerging industries such as IT, AI, finance, energy, environment, agriculture with an international approach. Online programs could also be considered as another option for organizations. For a short term strategy, master programs could be offered to students at

universities or in accredited business schools. Online programs can be considered as well for a starting strategy. For the medium term, the education and training programs may spread to all levels with different dimensions. For a long term strategy, it is really hard to make recommendations because of the rapidly changing nature of the profession.

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Annex 1: List of The Found Project Management Related Programs Around Europe(Until 01/06/2020)

N.	Country	University-Institution	Degree	Programme	City
1	Bulgaria	Heriot-Watt University	MSc	Construction Project Management	Online
2	Croatia	University of Applied Sciences Baltazar Zapresic	Master	Project Management	Zapresic
3	Czech Republic	University of South Bohemia in Ceske Budejovice	Master	Regional And European Project Management	Budejovice
4	Finland	Vaasa UAS, School of Technology	Master	Master of Engineering, DP in Project Management	Vaasa
5	France	MIT Atlantique	Master	Project Management for Environmental and Energy Engineering	Nantes
6	France	MIT Atlantique	Master	Project management for Food Factories of the future	Nantes
7	France	Ecole de l'air (EA)	Master	Aerospace Project Management (ISAE-SUPAERO - ENAC - EA)	Salon-de-Provence
8	France	Ecole nationale de l'aviation civile (ENAC)	Master	Aerospace Project Management (ISAE-SUPAERO - ENAC - EA)	Toulouse
9	France	Institut supérieur de l'aéronautique et de l'espace (ISAE)	Master	Aerospace Project Management (ISAE-SUPAERO - ENAC - EA)	Toulouse
10	France	EDC Paris Business School (EDC)	Master	Business Project Management	Paris
11	France	The American Business School of Paris - groupe IGS (ABS)	Master	Communications and Project management	Paris
12	France	Neoma Business School (NEOMA)	Master	International Project Development	Mont-Saint-Aignan
13	France	Groupe ESC Clermont (ESC CLERMONT)	Master	International Project Management	Clermont-Ferrand
14	France	SKEMA Business School (SKEMA)	Master	Project and Programme Management and Business Development	Paris
15	France	SKEMA Business School (SKEMA)	Master	Project and Programme Management and Business Development	Lille
16	Germany	Augsburg University of Applied Sciences	Master	IT Project And Process Management	Augsburg
17	Germany	Augsburg University of Applied Sciences	Master	Project Management Building And Property	Augsburg
18	Germany	University Of Applied Sciences	Master	Industrial Engineering / Project Management	Berlin
19	Germany	Stuttgart University of Applied Sciences	Master	International Project Management	Stuttgart
20	Germany	Business Economics and Environment University	Master	International Project Management & Agile Project And Transformation Management Waf	Nürtingen
21	Germany	Biberach University of Applied Sciences	Master	Civil Engineering/Project Management	Biberach
22	Germany	SRH University of Applied Sciences Heidelberg	Master	Construction Project Management	Heidelberg
23	Germany	European University of Applied Sciences in Rhein/Erft	Master	Digital Project Management	Neuss, Brühl
24	Germany	Dortmund University of Applied Sciences and Arts	Master	European Master In Project Management	Dortmund
25	Germany	Merseburg University of Applied Sciences	Master	Project Management	Merseburg
26	Germany	Hochschule für Angewandte Wissenschaften Hof (University of Applied Sciences)	Master	Project Management	Hof
27	Germany	Ludwigshafen University of Business and Society	Master	Project Management	Ludwigshafen
28	Germany	IUBH International University of Applied Sciences	Master	Project Management	Bad Reichenhall
29	Germany	Berlin School of Applied Sciences (HTW)	Master	Project Management and Data Science	Berlin
30	Germany	Bauhaus-Universität Weimar	Master	Project Management Construction	Weimar
31	Germany	University of Wuppertal	Master	Real Estate Management And Construction Project Management	Wuppertal
32	Germany	BBW University (University Of Applied Sciences)	Master	Real Estate Project Management	Berlin
33	Germany	Landshut - University of Applied Sciences	Master	Systems And Project Management	Landshut
34	Germany	EBZ Business School - University of Applied Sciences	Master	Project Development	Bochum
35	Germany	Hamburg University of the Federal Armed Forces	Master	Project Engineering	Hamburg
36	Greece	University Of Thessaly	Master	Project and Programme Management	Larissa
37	Greece	University Of Thessaly	Master	Project Management, Transportation And Spatial Planning	Larissa
38	Ireland	The University of Dublin	Master	Project Management	Dublin
39	Ireland	University of Limerick	Master	Msc. Project Management	Limerick
40	Ireland	Cork Institute Of Technology	Master	Construction Project Management MSc	Cork
41	Ireland	Waterford Institute Of Technology	Master	Construction Project Management	Waterford

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42	Italy	Rome Business School	Master	Project Management	Rome
43	Italy	MIP Politecnico di Milano School of Management	Master	International Master in Project Management (IMPM)	Rome
44	Italy	ESCP Business School	Master	Specialised Master in International Project Management	Rome
45	Italy	Pixel	Master	International Master in European Project Planning and Management	Florence
46	Italy	MIP Politecnico di Milano School of Management	Master	Strategic Project Management	Rome
47	Latvia	RISEBA University of Business, Arts and Technology	Master	Project Management	Riga
48	Lithuania	Vilnius University	Master	International Project Management	Vilnius
49	Luxembourg	Luxembourg School Of Business	MBA/ M.S.	Project Management	Luxembourg city
50	Malta	L-Università ta' Malta (UM)	Master	Project Management	Msida
51	Malta	Global College Malta	MBA	MBA with Project Management (University of Chester)	Xaghra
52	Netherlands	Windesheim University of Applied Sciences	Bachelor	Global Project and Change Management	Zwolle
53	Norway	Norwegian University Of Science And Technology (Ntnu)	Master	Project Management	Trondheim
54	Poland	WSB University in Gdansk	Master	IT Project Management	Gdańsk
55	Poland	Warsaw School Of Computer Science	Master	IT Project Management	Warsaw
56	Poland	Gdansk University of Technology	MBA	Strategy, Programme and Project Management	Gdańsk
57	Poland	Rzeszow University of Technology	BSc	Project Management	Rzeszow
58	Portugal	Polytechnic Institute of Porto - School of Technology and Management	Master	Project Management	Porto
59	Portugal	Lisbon School Of Economics Management	Master	Project Management	Lisbon
60	Portugal	University Of Minho	Master	Engineering Project Management	Minho
61	Serbia	Alfa University	Master	Project Management	Vranje
62	Serbia	Educons University	Doctorate	Project Management	Belgrade
63	Serbia	Educons University	Master	Project Management	Belgrade
64	Serbia	Educons University	Bachelor	Project Management	Belgrade
65	Serbia	Alfa University	Master	Project Management And Industry 4.0	Vranje
66	Slovenia	University of Maribor	Master	Strategic and Project Management	Maribor
67	Slovenia	Alma Mater Europaea	Phd	Project Management	Maribor
68	Spain	EAE Business School	Master	Master in Project Management	Barcelona
69	Spain	OBS Business School	Master	Máster en Project Management	Barcelona
70	Spain	University of Oviedo	Master	Master's Degree in Project Management	Oviedo
71	Spain	Barcelona Executive Business School (BEBS)	Master	Master' in International Project Management	Barcelona
72	Spain	ESCP Business School	Master	Master in Digital Project Management and Consulting	Madrid
73	Spain	INSA Business, Marketing & Communication School	Master	Master in Project Management	Barcelona
74	Spain	Universidad Rey Juan Carlos	Master	SAP Logistics Project Management	Madrid
75	Spain	Instituto Europeo de Posgrado - España	Master	Project Management	Madrid
76	Spain	IMF Business School	Master	Project Management	Madrid
77	Spain	IEBS - Escuela de Negocios de la Innovación y los Emprendedores	Master	Project Management	Barcelona
78	Spain	EALDE Business School	Master	Project Management	Madrid
79	Spain	ISEB - Instituto Superior Europeo de Barcelona	Master	Project Management	Barcelona
80	Spain	UNIR	Master	Design and Management of Technological Projects	Logroño
81	Spain	Fundación Universitaria Iberoamericana (FUNIBER)	Master	Design, Management and Project Management	Barcelona
82	Spain	UE-IBM Tech & Business School	Master	Máster Universitario en Ingeniería de Organización, Dirección de Proyectos y Empresas	Madrid
83	Spain	La Salle International Graduate School IGS	Master	Project Management	Madrid
84	Spain	Campus Stellae Instituto Europeo	Master	European project management and development	Santiago de Compostela
85	Spain	El Centro de Estudios Económicos y Comerciales	Master	Multilateral Project Management	Madrid
86	Spain	EDAP - Escuela de Dirección y Administración de Proyectos	Master	Administration and project management	Murcia

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87	Sweden	Chalmers University Of Technolog	Master	Design and Construction Project Management	Gothenburg
88	Sweden	Stockholm University	Master	IT Project Management	Stockholm
89	Sweden	Uppsala University	Bachelor	Game Design and Project Management	Uppsala
90	Sweden	Uppsala University	Master	Wind Power Project Management	Uppsala
91	Sweden	Karlstad University	Master	Project Mangement	Karlstad
92	Switzerland	University of Salford	Master	Online MSc Project Management	Zürich
93	Switzerland	Swiss School Of Business and Management	Master	Project Management	Geneve
94	Switzerland	Swiss School of Higher Education	Master	Project Management	Montreux
95	Switzerland	Academy Of Leadership Sciences Switzerland	Master	Leadership and Business Administration Project Management	Zürich
96	Switzerland	Academy Of Leadership Sciences Switzerland	Master	Leadership and Project Management	Zürich
97	United Kingdom	University of Huddersfield	Master	Advanced Project Management in Construction MSc	Huddersfield
98	United Kingdom	UCL - University College London	Master	Project and Enterprise Management	London
99	United Kingdom	UCL - University College London	Master	Strategic Management of Projects	London
100	United Kingdom	UCL - University College London	Master	Management of Complex Projects	London
101	United Kingdom	University of Westminster	Master	Construction Project Management	London
102	United Kingdom	University of Sunderland	Master	Project Management	Sunderland
103	United Kingdom	University of Sunderland	Master	Project Management via Study Centres	Sunderland
104	United Kingdom	University of Huddersfield	Master	International Business with Project Management MSc	Huddersfield
105	United Kingdom	University of Huddersfield	Master	Project Management and Operations Management MSc	Huddersfield
106	United Kingdom	University of Southampton	Master	Project Management	Southampton
107	United Kingdom	University of Central Lancashire	Master	Project Management	Lancashire
108	United Kingdom	University of Central Lancashire	Master	Construction Project Management	Lancashire
109	United Kingdom	University of Liverpool	Master	Project Management	Liverpool
110	United Kingdom	Northumbria University	Master	Construction Project Management with BIM	Newcastle
111	United Kingdom	Northumbria University	Master	Programme and Project Management	Newcastle
112	United Kingdom	Northumbria University	Master	International Project Management	Newcastle
113	United Kingdom	Manchester Metropolitan University	Master	Project Management	Manchester
114	United Kingdom	Arden University	Master	Project Management	Coventry
115	United Kingdom	Arden University	Master	Data Analytics and Project Management	Coventry
116	United Kingdom	Liverpool John Moores University	Master	Project Management	Liverpool
117	United Kingdom	University of Warwick	Master	Programme and Project Management	Coventry
118	United Kingdom	Nottingham Trent University	Master	Construction Project Management	Nottingham
119	United Kingdom	Nottingham Trent University	Master	Project Management	Nottingham
120	United Kingdom	University of Bradford	Master	Project Planning and Management	Bradford West Yorkshire
121	United Kingdom	Leeds Beckett University	Master	Strategic Project Management	Leeds
122	United Kingdom	Leeds Beckett University	Master	Project Management	Leeds
123	United Kingdom	Manchester Metropolitan University	Master	Engineering Project Management	Manchester
124	United Kingdom	Bournemouth University	Master	Engineering Project Management	Bournemouth
125	United Kingdom	University of Bristol	Master	Management (Operations and Project Management)	Bristol
126	United Kingdom	Birmingham City University	Master	Project Management	Birmingham
127	United Kingdom	Birmingham City University	Master	International Project Management	Birmingham
128	United Kingdom	University of Reading	Master	Project Management	Berkshire
129	United Kingdom	University of Portsmouth	Master	Project Management	Hampshire
130	United Kingdom	University of Portsmouth	Master	Construction Project Management	Hampshire