

**Factors Constraining
the Development of Professional Project Management
in Turkey's Urban Design Practice**

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**A Dissertation Submitted to the
Graduate School in Partial Fulfillment of the
Requirements for the Degree of**

MASTER OF URBAN DESIGN

**Department: City and Regional Planning
Major: Urban Design**

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ACKNOWLEDGEMENTS

I would like to express my thanks to my supervisor Assoc. Prof. Dr. H. Murat Günaydın for his encouraging me to study such an interesting topic and his guidance throughout the study. His precious suggestions and criticisms have clarified my mind about the confusions and ambiguities with which I confronted during the study. He also motivates me with his optimism and great patience in trouble.

I am grateful to the jury members, Prof. Dr. Akın Süel and Assist Prof. Dr. Fehmi Doğan, for their valuable suggestions to this study.

I am indebted to Hale Özkan, who works for Dokuz Eylül University as an official in the Library of Faculty of Architecture, for her helps, endless patience and tolerance as providing books and resources.

I am especially thankful to my dear friends Ahmet Yılmaz, Ersin Erenler, Özgür Yırmire, Barış Satılmış, Serpil, Helin Naz and Hasan Yağar, Fazilet Dünya and her family, Necla Tütmez and her family, and Aslan Dünya for their valuable contributions, moral supports and sincere friendships.

Finally, I am grateful to my parents for their supports and endurance during the study. I dedicate this study to them.

ABSTRACT

Project success is achieved via the obtainment of the product which provides desired quality within definite time and limited resources and with maximum performance. Project management is an occupation which requires utilizing modern management techniques to provide this. Today, project management concepts are utilized in many different fields such as medicine, chemistry, industry...etc. Western countries utilize project management approach in extensive urban design projects aiming especially urban renewal and transformation, too. However, it is not, yet, possible to say that this approach is widely utilized in our country's urban design practice.

This study investigates the perception of project management understanding in Turkey's urban design practice and the factors constraining the development of professional project management in this field.

ÖZ

Proje başarısı, belirli zamanda, sınırlı kaynaklar içinde ve maksimum performans ile istenilen kaliteyi sağlayacak ürünün elde edilmesi ile gerçekleştirilir. Proje yönetimi bunu sağlayacak modern yönetim tekniklerinden faydalanmayı gerektiren bir uğraştır. Proje yönetimi kavramları günümüzde tıp, kimya, endüstri...vb gibi birçok alanda kullanılmaktadır. Batılı ülkelerde özellikle kentsel yenileme ve dönüşüm amaçlayan kapsamlı kentsel tasarım projelerinde de proje yönetimi yaklaşımından faydalanılmaktadır. Ancak ülkemizdeki kentsel tasarım pratiğinde henüz bu yaklaşımın yaygın bir şekilde kullanıldığını söyleyebilmek mümkün değildir.

Bu çalışma, Türkiye kentsel tasarım pratiğinde proje yönetimi anlayışının algılanışını ve bu alanda profesyonel proje yönetiminin gelişimini kısıtlayan faktörleri incelemektedir.

TABLE OF CONTENTS

LIST OF FIGURES	viii
LIST OF TABLES.....	xi
Chapter 1. INTRODUCTION	1
1.1. Scope of the Study	1
1.2. Definition of the Problem	2
1.3. Aim of the Study	3
1.4. Method of the Study	5
1.5. Organization of the Text	6
Chapter 2. THE IMPORTANCE OF URBAN DESIGN FOR CITIES	9
2.1. Transformation of the Cities	9
2.2. The Reasons for Urbanization.....	11
2.3. What is Urban Design?	11
2.3.1. Current Debates in Urban Design.....	13
2.3.1.1. Scale of Urban Design	15
2.3.1.2. The Importance of Visual Influence and the Necessity of Spatial Management.....	16
2.3.1.3. Urban Design as a Socio-Spatial Management.....	17
2.3.1.4. Is Urban Design Process or Product?	18
2.3.1.5. Urban Design as an Interdisciplinary Activity	19
2.3.1.6. Urban Design as an Instrument of Equilibrium for Public And Private Sector	19
2.3.1.7. Rationality of Action in Urban Design Process	20
2.4. The Role of Urban Design	22
2.5. Conclusion.....	24
Chapter 3. PROJECT MANAGEMENT PROCESS & CONCEPTS	25
3.1. Overview	25
3.2. What is Project?.....	25
3.3. Definition of Project Management	26
3.4. Knowledge Areas of Project Management	28
3.5. The Role of Project Manager	29
3.6. Project Life Cycle	30
3.7. Project Management Process	30
3.7.1. Planning the Project	31
3.7.1.1. Project Planning Process.....	33
3.7.1.1.1. Work Breakdown Structure	37
3.7.1.1.2. Network Diagram.....	37
3.7.2. Organizational Structure of the Project.....	43
3.7.2.1. Organizational Work Flow	44
3.7.2.2. Project Organization	44
3.7.2.2.1. Matrix organization	45

3.7.3. Directing and Controlling of the Project.....	48
3.7.3.1. Managing Teamwork and Leadership.....	48
3.7.3.2. Decision Making- Problem Solving.....	49
3.7.3.3. Communication.....	50
3.7.3.4. Project Management Information System.....	51
3.7.3.5. Risk Management.....	53
3.7.3.6. Quality Management.....	54
3.8. Conclusion.....	56

Chapter 4. THE PLACE OF PROFESSIONAL PROJECT MANAGEMENT IN URBAN DESIGN PRACTICE.....	58
4.1. The Interrelations of Urban Design, Urban Environmental Quality and Project Management Context of Urban Management.....	58
4.2. Project Management in Western Countries' Urban Design Practice.....	62
4.2.1. Legal Aspect in the Western Cities Urban Design Practice.....	63
4.2.2. Political and Public Supports.....	63
4.2.3. Organizational Structures and Capacity to Manage the Urban Design Projects and Project Financing.....	64
4.2.4. America –Chicago.....	65
4.2.5. England - Manchester.....	66
4.3. Project Management in Turkey's Urban Design Practice.....	68
4.3.1. Legal Aspect of Urban Design Projects.....	70
4.3.2. Political and Public Supports.....	70
4.3.3. Organizational Structures and Capacity to Manage the Urban Design Projects and Project Financing.....	71
4.3.4. Dikmen Valley Project.....	72
4.4. Conclusion.....	73

Chapter 5. FACTORS CONSTRAINING THE DEVELOPMENT OF PROFESSIONAL PROJECT MANAGEMENT IN TURKEY'S URBAN DESIGN PRACTICE.....	75
5.1. Introduction.....	75
5.2. Research Methodology.....	75
5.2.1. Interviews.....	76
5.2.2. Profiles of the Respondents.....	76
5.2.3. Delphi Method.....	78
5.2.4. Statistical Analysis.....	79
5.3. Findings of the Survey.....	80
5.3.1. Expert Opinions Emerging From Interviews.....	80
5.3.1.1. Academicians.....	80
5.3.1.2. Professionals.....	83
5.3.1.3. Officials.....	85
5.3.2. Exploration of the Factors Constraining the Development of Professional Project Management.....	87
5.3.3. Findings of Questionnaires.....	87
5.3.3.1. Questionnaire – A.....	89
5.3.3.2. Questionnaire – B.....	98

5.3.3.3. Questionnaire – C	106
5.4. Analysis of the Results	115
5.4.1. Questionnaire – A	115
5.4.2. Questionnaire – B	119
5.4.3. Questionnaire – C	124
Chapter 6. CONCLUSION	133
6.1. Conclusions and Recommendations.....	133

LIST OF FIGURES

Figure 1.1.	Urban Design Process	4
Figure 1.2.	A Simple Representation of the Method of the Study	7
Figure 3.1.	Basic Components of Project Management.....	27
Figure 3.2.	Project Planning Characteristics	34
Figure 3.3.	Strategic Context of Planning for the Project	36
Figure 3.4.	Work Breakdown Structure for objective control and evaluation	38
Figure 3.5.	Activity Connection Types in Network Diagrams.....	40
Figure 3.6.	Identifications of the Values on the Diagram	41
Figure 3.7.	A Typical PERT Chart with Slack Times.....	42
Figure 3.8.	The Scheme of Simple Matrix Organization	46
Figure 3.9.	Information and Control System.....	52
Figure 3.10.	The Quality Improvement System	55
Figure 4.1.	Integrated Development / Operations Management.....	61
Figure 4.2.	The Delivery Mechanism of Hulme City Challenge	69
Figure 5.1.	Research Methodology	77
Figure 5.2.	Responses to Questionnaire A - Question 1: Project Integration Management – (Weighting the existing situation of project management knowledge areas in Turkey).....	89
Figure 5.3.	Responses to Questionnaire A - Question 2: Project Scope Management – (Weighting the existing situation of project management knowledge areas in Turkey)	90
Figure 5.4.	Responses to Questionnaire A - Question 3: Project Time Management – (Weighting the existing situation of project management knowledge areas in Turkey)	91
Figure 5.5.	Responses to Questionnaire A - Question 4: Project Cost Management – (Weighting the existing situation of project management knowledge areas in Turkey)	92
Figure 5.6.	Responses to Questionnaire A - Question 5: Project Quality Management – (Weighting the existing situation of project management knowledge areas in Turkey).....	93
Figure 5.7.	Responses to Questionnaire A - Question 6: Project Human Resource Management – (Weighting the existing situation of project management knowledge areas in Turkey).....	94
Figure 5.8.	Responses to Questionnaire A - Question 7: Project Communication Management – (Weighting the existing situation of project management knowledge areas in Turkey).....	95
Figure 5.9.	Responses to Questionnaire A - Question 8: Project Risk Management – (Weighting the existing situation of project management knowledge areas in Turkey)	96
Figure 5.10.	Responses to Questionnaire A - Question 9: Project Procurement Management – (Weighting the existing situation of project management knowledge areas in Turkey).....	97
Figure 5.11.	Responses to Questionnaire B - Question 1: Insistence on Traditional Project Management Methods – (Factors Constraining the Development of Professional Project Management - Constraining Factors concerning the Perception of Existing Project Management Understanding).....	98

Figure 5.12.	Responses to Questionnaire B – Question 2: Lack of Experienced and Qualified Project Management Practitioners – (Factors Constraining the Development of Professional Project Management - Constraining Factors concerning the Perception of Existing Project Management Understanding).....	99
Figure 5.13.	Responses to Questionnaire B – Question 3: Insufficiency in the number of project management companies – (Factors Constraining the Development of Professional Project Management - Constraining Factors concerning the Perception of Existing Project Management Understanding).....	100
Figure 5.14.	Responses to Questionnaire B - Question 4: Distorted Relations with Clients – (Factors Constraining the Development of Professional Project Management - Constraining Factors concerning the Perception of Existing Project Management Understanding)	101
Figure 5.15.	Responses to Questionnaire B - Question 5: Organizational Structure of Project Management Companies – (Factors Constraining the Development of Professional Project Management - Constraining Factors concerning the Perception of Existing Project Management Understanding)	102
Figure 5.16.	Responses to Questionnaire B – Question 6: Lack of Coordination and Cooperation with Other Professionals – (Factors Constraining the Development of Professional Project Management - Constraining Factors concerning the Perception of Existing Project Management Understanding)	103
Figure 5.17.	Responses to Questionnaire B – Question 7: Disregarding or Misunderstanding of the Roles and Responsibilities of Project Management – (Factors Constraining the Development of Professional Project Management - Constraining Factors concerning the Perception of Existing Project Management Understanding).....	104
Figure 5.18.	Responses to Questionnaire B – Question 8: Lack of a Strong National Project Management Association – (Factors Constraining the Development of Professional Project Management - Constraining Factors concerning the Perception of Existing Project Management Understanding)	105
Figure 5.19.	Responses to Questionnaire C - Question 1: Lack of Effort to Improve the Conscious of Using Urban Design for Enhancement of Urban Quality – (Factors Constraining the Development of Professional Project Management in Turkey’s Urban Design Practice - Constraining Factors concerning the Specifications of Urban Design Process and User Satisfaction).....	106
Figure 5.20.	Responses to Questionnaire C - Question 2: : The Direction and Influences of Local Governments in Urban Design Process – (Factors Constraining the Development of Professional Project Management in Turkey’s Urban Design Practice - Constraining Factors concerning the Specifications of Urban Design Process and User Satisfaction)	107
Figure 5.21.	Responses to Questionnaire C - Question 3: Lack of Legal Arrangements for providing that Urban Design Takes Place in the Body of Current Law – (Factors Constraining the Development of Professional Project Management in Turkey’s Urban Design Practice - Constraining Factors	

	concerning the Specifications of Urban Design Process and User Satisfaction).....	108
Figure 5.22.	Responses to Questionnaire C - Question 4: Time Problems due to Legal Issues Arising owing to Fragmented Texture of Land Ownership– (Factors Constraining the Development of Professional Project Management in Turkey’s Urban Design Practice - Constraining Factors concerning the Specifications of Urban Design Process and User Satisfaction).....	109
Figure 5.23.	Responses to Questionnaire C - Question 5: The difficulties felt by the time of establishing a wide satisfactory platform for the consensus of different interest groups – (Factors Constraining the Development of Professional Project Management in Turkey’s Urban Design Practice - Constraining Factors concerning the Specifications of Urban Design Process and User Satisfaction).....	110
Figure 5.24.	Responses to Questionnaire C - Question 6: Deficiencies of authority/power required to be given to the project management teams – (Factors Constraining the Development of Professional Project Management in Turkey’s Urban Design Practice - Constraining Factors concerning the Specifications of Urban Design Process and User Satisfaction).....	111
Figure 5.25.	Responses to Questionnaire C - Question 7: Lack of coordination – (Factors Constraining the Development of Professional Project Management in Turkey’s Urban Design Practice - Constraining Factors concerning the Specifications of Urban Design Process and User Satisfaction).....	112
Figure 5.26.	Responses to Questionnaire C - Question 8: Regional Protectionism / Natural and Historical Preservation – (Factors Constraining the Development of Professional Project Management in Turkey’s Urban Design Practice - Constraining Factors concerning the Specifications of Urban Design Process and User Satisfaction)	113
Figure 5.27.	Responses to Questionnaire C - Question 9 : Bureaucratic obstructions – (Factors Constraining the Development of Professional Project Management in Turkey’s Urban Design Practice - Constraining Factors concerning the Specifications of Urban Design Process and User Satisfaction).....	114

LIST OF TABLES

Table 3.1.	Representative Functions/Processes of Project Management.....	32
Table 3.2.	Advantages of a Pure Matrix Organization	47
Table 3.3.	Disadvantages of a Pure Matrix Organization	47
Table 5.1.	Constraining Factors concerning the Perception of Existing Project Management Understanding	88
Table 5.2.	Constraining Factors concerning the Specifications of Urban Design Process and User Satisfaction.....	88
Table 5.3.	The condition of project management from the viewpoint of expert groups (Analysis of Questionnaire –A)	117
Table 5.4.	Spearman test results of Questionnaire –A and mean values of project management knowledge areas elicited from experts’ weighting.....	118
Table 5.5.	Spearman test results of Questionnaire –B and mean values of the constraining factors concerning the perception of existing project management	131
Table 5.6.	Spearman test results of Questionnaire –C and mean values of the constraining factors concerning the specifications of urban design process and user satisfaction	132

CHAPTER 1

INTRODUCTION

1.1. Scope of the Study

In many areas of professional practice, professionals are utilizing project management (PM) concepts. PM concepts are increasing the quality and productivity level of services and products. Urban design itself is a project based profession. Therefore, urban designers may use the principles and concepts of PM for their projects.

Urban designers are already adopting PM concepts to their projects around the world. Especially, in the West, it is possible to see many examples concerning urban transformation, urban regeneration, conservation ...etc. The cases of London Dockland, Manchester Hulme City, Chicago are some of the examples in which the best practice of project management are exposed. On the other side, there are not many extensive studies which help us to grasp the condition of project management in Turkey's urban design practice. Existing studies have dealt with the subject as big construction project. However, urban design projects involve more than being big construction project. The study has a claim aiming to expose the picture of project management process of Turkey's urban design practice. If required to mention specifically, the factors constraining the professional project management in Turkey's urban design practice are tried to be revealed. Identification of the factors and measurement of the importance of each factor are the tasks on the core of the study.

Urban design, its role and, current debates on what it is, are presented primarily to understand the importance of urban design and specifications of its process. After this, general concepts and the process of project management are clarified. Thus, the philosophy of project management and the critical points about the employment of project management process are given to get the reader to grasp. And then, the subject is enriched with the samples about urban design project management from the world and Turkey. Thus, an integrated insight into the processes of urban design and project management is tried to be founded in the reader's mind. Besides, to support the study and to ease the comprehension of the conceptual framework of the subject, the

interrelations of urban quality, urban design and project management are explained in the context of urban management.

In the investigation phase, the condition of project management in Turkey's urban design practice is fixed and the factors constraining the development of professional project management in the field of urban design are researched by means of literature review, interviews and questionnaires. Interviews and literature survey provide to redefine the problem and to determine the factors. Questionnaires are used to measure the importance of each factor according to different groups. The groups are selected from professionals, officials and academicians who had experiences in the field of urban design before. Finally, the results from interviews and questionnaires are analyzed and the condition of project management in Turkey's urban design practice is pictured. The factors affecting the development of project management are interpreted regarding to interactions with each other. And some suggestions to develop the project management in urban design are presented.

1.2. Definition of the Problem

Urban design process is a subject that should be elaborated with many aspects. It contains many complicated issues. These issues are generally interdependent. The form of this relationship may be described as an interrelation network. The specialists, the professionals and the interest groups should work together as the actors of this interrelation to discuss the urban issues. Organizing, coordination and programming get important through this process. Besides, any intervention to urban space to enhance visual quality of built environment or to develop any area economically can not be realized without analyzing its environmental, social and financial impacts. In addition, all interventions for enhancement of urban quality should be designed, controlled, maintained, and, of course, compensated. All these problems point out only one thing; that is management. Scientific management techniques, particularly project management techniques, provide extension to solve the problems encountered through urban design process.

Urban design process is embodied with policies, programs and projects. To achieve the goals framed through programs and policies, and to solve the problems in implementation phase, establishing a system, determining the best route for project

goings-on and efficient use of the resources are inevitable. The rationale of project management is based on becoming responsive to these necessities.

There is no doubt that while managing such projects, depending on complexity of process, some constraints could emerge. Traditional management approaches, some specifications of urban design process or legal issues may affect project management. Especially in developing countries like Turkey, project management could not develop institutionally or professionally.

This study investigates the place of project management concepts and factors constraining the professional project management in Turkey's urban design practice. The condition of project management is tried to be exposed with expert opinions from interviews. The factors constraining the project management is extracted from interviews and literature survey.

Figure 1.1 presented below explains urban design process according to socio-political and ideological frames. The problem pointed out in this study takes place in realization phase and final product. This illustration, as seen above, shows the socio-political and ideological context of design and planning professions. It would be possible to get some clues for exploration of factors affecting the development of professional project management in urban design practice such as political conditions, traditions, managerial habits, aesthetic values and, of course, requirements depending on all these by watching this context.

1.3. Aim of the Study

The problem mentioned above refers to two things. First is the acknowledgement of a congestion in development of professional project management in Turkey's urban design practice and the second one is the necessity of researching the constraints about it.

The study aims to reveal the problems about the development of project management in the field of urban design in Turkey. While doing this, traditional management approach, managerial habits, legal issues, and external factors and, especially, how the sensitivities emerging from the specifications of urban design affect the project management process is tried to be explored.

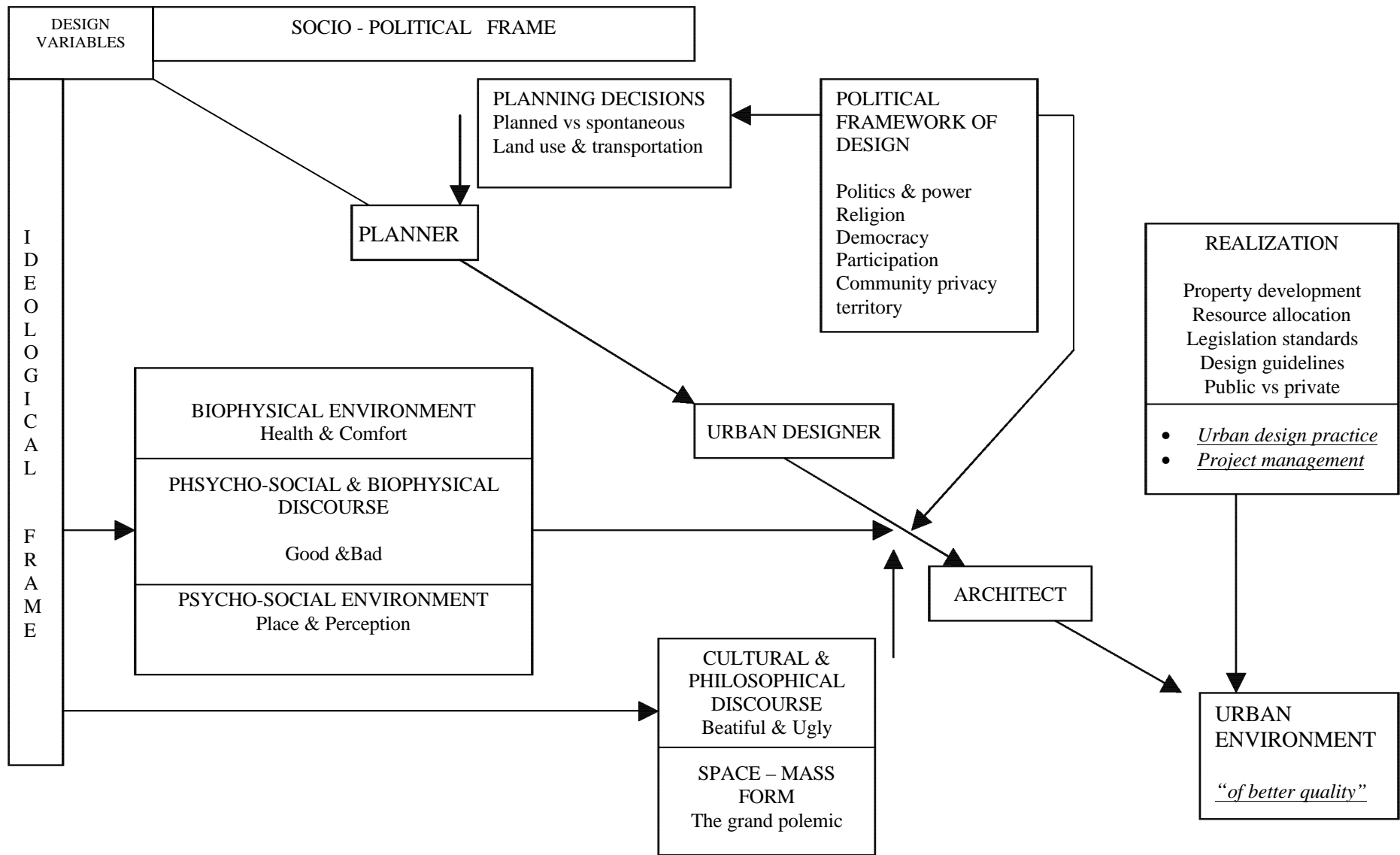


Figure 1.1. Urban Design Process (modified from Günay, "Urban Design is a Public Policy", METU Press, Ankara, 1999. p: 56)

In this context, by conveying urban design and project management processes, the reader's insight into getting both knowledge areas overlapped is tried to be stimulated. Thus, the picture of project management in urban design is tried to be formed in his/her mind.

On the other hand, it is clear that urban design is an area that is used to reconcile many different interest groups and professionals who have different ideas about any problem. Therefore, it is also an activity which requires to a communicative action. And a matrix organization, which is commonly used as a form of organization in modern scientific management, represents appropriate organizational structure to improve communicative rationality. This shows that if project management takes place in urban design process as an institutional entity, the problems such as public-private conflict, ownership issues, urban environmental quality...etc. can easily be solved in a consensus.

Apart from these, with obtained results, it is aimed that the factors constraining the development of professional project management in urban design practice within Turkey's conditions are exposed. Depending on comprehension and intellectual accumulation attained from the study, some suggestions are presented to reach an extension for congestion felt this field of Turkey's urban design practice.

This study is prepared keeping the expectation of presenting a handbook which defines the condition of professional project management in Turkey's urban design practice.

1.4. Method of the Study

The method followed in this study is established on two stages except the part of introduction which explains the scope, aim, method and organizational structure of the study and part of conclusion which declares the evaluations about the results of the study and suggestions about the condition of project management in Turkey's urban design practice.

In the first stage, in order to expand the reader's insight, there is an effort to provide intellectual background. That is why the knowledge of urban design and project management is given in this stage to introduce concepts, theoretical discussions and processes of both fields.

In the second stage, a two-step survey of the problem claimed in the study is carried out. In the survey, firstly, the problem about urban design project management has been fixed and the insufficiencies of managerial capability in Turkey's urban design practice have been displayed by means of interview questions (Appendix-A) and questionnaire-A (Appendix-B) asked for grading the knowledge areas of project management in Turkey's urban design practice.

In the second step, the difficulties of project management in urban design practice have been explored with literature review and interviews and asked to professionals, academicians and officials as the factors constraining the development of professional project management in Turkey's urban design practice to grade their effectiveness in two questionnaires.

First of these questionnaires, questionnaire-B, is about constraining factors concerning existing understanding of project management in Turkey. It includes the factors confronted different projects from different fields in which project management is used. (Appendix-C)

Second of these questionnaires, questionnaire – C, is about constraining factors concerning urban design process and user satisfaction. It includes the factors which can be confronted in urban design process, specifically. Beside of this, legal issues, bureaucracy and user satisfaction are asked in this questionnaire as constraining factors. Findings have been exposed and analyzed. Consequently, the results of survey are evaluated and the factors constraining the development of professional project management in Turkey's urban design practice are discussed and, by expecting the expressed thoughts would be fruitful, some suggestions are presented to shed light on future studies aiming to improve project management models for urban design practice. Figure: 1.2 simply shows the method of the study.

1.5. Organization of the Text

The skeleton of the study is constructed in the first chapter to inform the reader about the issue. Therefore, scope of the study and what is aimed through it have been explained. The problem about urban design practice has been defined and the method of the study has been introduced. Thus, the route to be followed would be found. Apart from these, how the text was organized has been explained in this chapter.

STAGE: 1

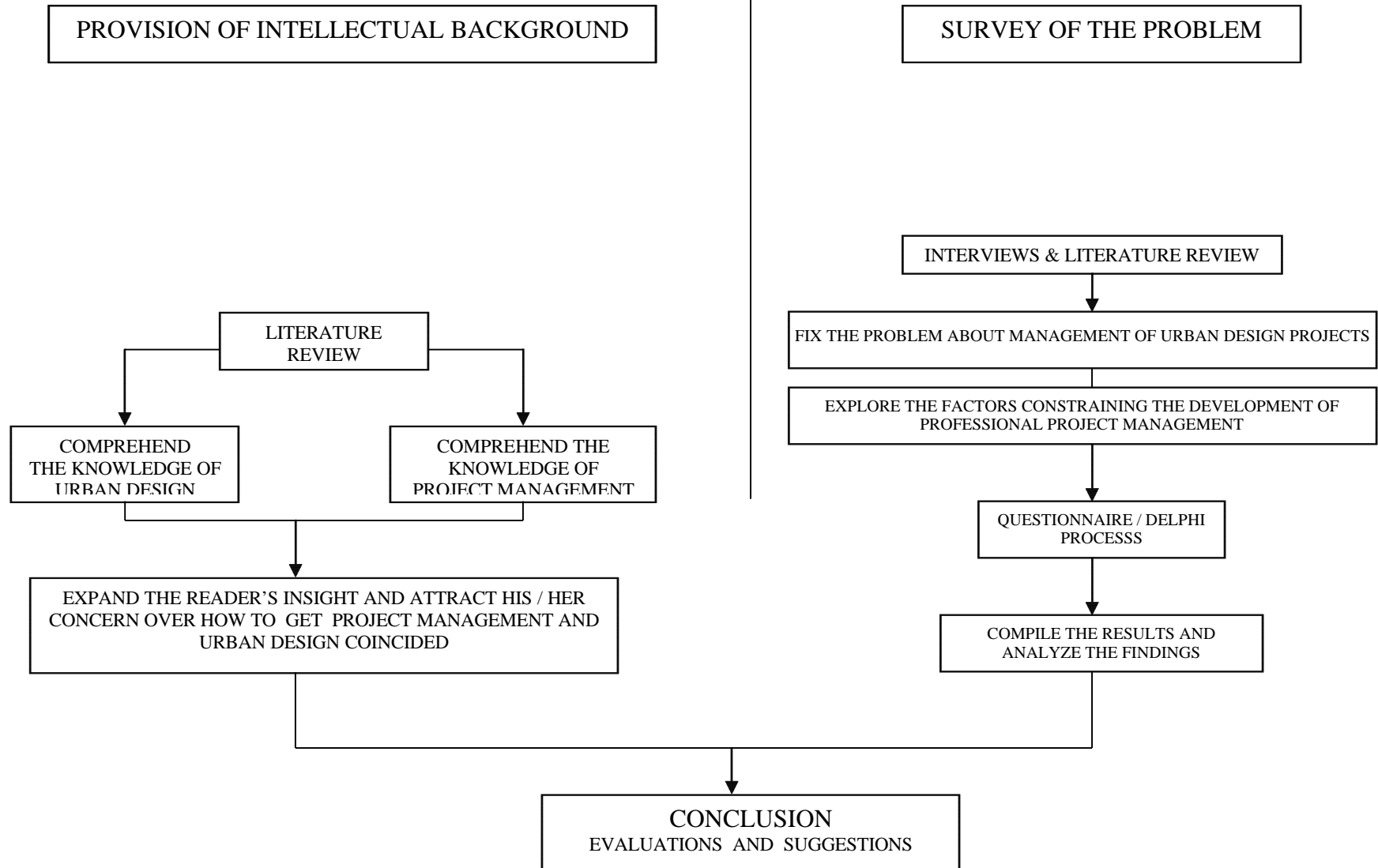


Figure 1.2. A Simple Representation of the Method of the Study

The second chapter is for explaining the context of urban design. The definition of urban design, its place in planning and design phase, the current debates about the field of urban design have been given in this chapter. In this way, the specifications of urban design and the conflicts which can lead to burst out the problem that this study points out have been introduced.

The third chapters, definition of project management, the process of project management, and its concepts have been given for the purpose of providing expansion in the reader's perception. Thus, the reader can found a reasonable relation between project management and urban design and shape how to manage urban design projects in his/her mind.

In the fourth chapter, the interrelations of urban environmental quality, urban design, and project management in the context of urban management have been emphasized. In this way, the aim of study is declared again and embodied that is, attainment of higher qualified urban environment via successfully managed urban design projects which can be considered as concrete practice of urban management. At the same time, the condition of urban design project management in Turkey and other countries has been delivered up here to inform the reader.

In the fifth chapter, to determine the factors constraining the development of professional project management in Turkey's urban design practice, a research including interviews and questionnaires has been conducted. Firstly, research methodology has been determined and then questionnaires and interview questions have been prepared and asked to experts. Finally, findings have been analyzed. The core of the study is this chapter because the problem pointed out is fixed scientifically.

The conclusion chapter includes the evaluation of all discussed issues, assessment of research results and suggestions to remove the deficiencies of professional project management in Turkey's urban design practice and to improve the mentality for efficient use of scientific management methods.

CHAPTER 2

THE IMPORTANCE OF URBAN DESIGN FOR CITIES

1. Transformation of the City

Historians and sociologists see the emerging of cities as the born of civilizations. How the first human settlements emerge is not precisely known but it is clear that the attempts of living together appear as a form of urban agglomeration. There are some factors enabling the city to develop. These are the size of total population, the control of natural environment, technological development and developments in social organization. (Hauser, 1965:1)

Urbanization is defined as a process of the aggregation of population which generates growth of the population of cities and increase of the number of cities as parallel to industrialization and economical development / also creates rising organizations, division of labor and specialization in the social structure / and also causes shifts in human behavior and relations. (Kele°, 1984:1)

At the Neolithic Period, people accomplish to raise domesticated plants and animal. As a result of this, permanent human settlements occurred. Development of agricultural technology led to emerge surplus "..., that is, a food supply in excess of the requirements of the cultivators themselves." (Hauser, 1965:2) Depending on the increase of the size of surplus some people engaged some activities other than agriculture. With improved technology, emerging of different branches of industry and crafts can be considered as the result of this. To supply such different requirements and to establish a social order required a more complex social organization. (ibid)

In medieval times, cities were surrounded with city walls because of security and aesthetic tendencies of that time. Either political and cultural functions or economical functions were completely dominant in medieval cities. Multi-functional city, which is the product of modern technology, industry, communication and management, is a strange phenomenon to these cities. (Kele°, 1984:2)

In the sixteenth century, "urban centers were court cities, cathedral cities, fortress cities, markets ports, country towns, and mere villages. Many, of course, were

composites of several types. The pre-industrial European city was limited by the needs and capacities of the rural hinterland and highly stratified society. The pre-industrial European city was essentially a loose-knit system of food economies centering on a few relatively large mercantile-administrative capitals, with a growing inter-regional commerce but no marked territorial division of labor ” (Hauser,1965:4)

At the beginning of the industrial revolution, bourgeoisies, merchants, and bankers were the main components determining the economic structure of cities. Developing commerce and the crafts of pre-industrial times could integrate each other. However, with industrial revolution, a more rational approach extensively dominated in industry. The new mentality of the form of capitalistic production caused that traditional urban fabric was shaken and changed. The whole branches of industry preferred to settle outside of the old city where means of communication and transportation, resources of power, raw material and labor force were cheap and available. As a result of this, worker town which are the symbols of industrial capitalism emerged near factories. After the revolution urbanization seemed by- product of industrialization. (Kele°, 1984:3)

In the nineteenth century, mankind showed great advances leading to extension of cities in both technology and social organization. Apart from agricultural products, technological developments increased productivity in non-agricultural goods. (Hauser, 1965:2)

Technological advances inevitably affected life-style and were parallel to social organizational developments.” Strong central governments evolved, bringing relative peace and tranquility to increasingly large areas and permitting the development of local, regional, national, and international markets. Increasing division labor and specialization were accompanied by various forms of formal and informal organization providing essential integration and coordination. New social institutions evolved or were invented to meet the needs of the increasingly complex and interdependent social and economic orders.” (ibid: 3)

In the twentieth century, scientific advances and reflections of these advances on industry transformed cities. Metropolitan cities were the products of this transformation. The industrial city was formed depending on acceleration in industrial technology and agricultural productivity. However, the metropolitan city was the product of technological revolution which has intensively influenced our life. “The metropolitan city is a nucleus or core of a metropolitan area which has become a basic economic and

social unit not only in regional and national economies but also in the world economy. It is a highly complex and interdependent unit binding centralization with decentralization and specialization and differentiation of function with integration and coordinating mechanisms.” (ibid: 4)

2. Reasons for Urbanization

There are four factors which have strong relationship to each other causing urbanization. These are: economical, technological, and political and socio-psychological factors.

Technological advances, as mentioned above, accelerated the industrial productivity and developed the means of agricultural production. Social, cultural and economical structure of society changed according to new form of the capitalistic production.

Obtaining more surplus from agricultural production required more capital than industrial production. And it is not so possible to employ more people in agricultural sector whereas industrial production and its by-sectors established near the transportation arteries and on the edges of the city need more labor force.

All relatively economical superiorities of the city increase as long as city grow and provide more people come to the city. (Kele°, 1984:7)

Political factors can emerge as the consequences of different political decisions and situations. Political decisions, the characteristics of government, international relationships can encourage urbanization. For instance; to decide to make a city the capital of country, to liberate trade, traveling and living in any city, etc. Besides, juridical principles directing land ownership influenced urbanization. (ibid: 8)

Socio-psychological factors are the results of differences between urban and rural life. Social and cultural opportunities of the city and many different possible services make it more attractive than the country. (ibid: 9)

3. What is Urban Design?

Urban design can be considered a rather new term which has occupied architect’s and city planner’s agenda. The term emerged in the sixties, when urban environment was discussed in the direction of constructing new towns and post-war

reconstruction of ruin areas. In these years, rising debates on urban environment pointed out the gap between city planners' lasting approaches and the architects concerned with city aesthetics, order and form of the city. (Günay, 1999:10)

Günay puts forward the gap between city planners and architects by conveying from Jonathan Barnett who is one of the members of Urban Design Group of New York. Barnett describes the city planners' tendencies as regarding land use as an allocation of resources problem, parceling out the land for zoning purposes without knowledge of its characteristics. On the other hand he describes the architects' situation like that; architects' interferences are confined with only individual building and their limited surroundings and they have no control over out of their interference areas. (ibid: 12)

However, The RIBA which is the architectural institution of the Britain offered a definition of the scope of urban design which is opposed to the view encouraging the dissociation of these professions as follows:

“Urban design is an integral part of the process of city and regional planning. It is primarily and essentially three-dimensional design but must also deal with the non-visual aspects of environment such as noise, smell or feelings of danger and safety, which contribute significantly to the character of an area. Its major characteristic is the arrangement of the physical objects and human activities which make up the environment: this space and the relationship of elements in it is essentially external, as distinct from internal space. Urban design includes a concern for the relationship of new development to existing city form as much as to the social, political and economic demands and resources available. It is equally concerned with the relationship of different forms of movement to urban development.”(RIBA, 1970:3, conveyed from Gosling and Maitland, 1984:7)

The dissociation of city planning and architecture generates a conflict between each other and so that urban areas become an arena on which city planners and architects try to be influential to designate urban form.

The term “urban design” gets important at that time as a way of solution to the urban problems as a result of these debates and different debates on social, economical and political transformation of society.

John Ratcliff, who calls the urban designer “a hybrid animal indeed”, states his /her position like that; “In the recent years great emphasis has been placed upon the role and function of the urban designer who falls neatly between the respective professions

of architect and town planner and is likely to be drawn from both. His attention is directed towards not only the impact of individual buildings but also physical repercussions of group of building, the space around them, the movement between them, the forces that direct the planning and development processes. (John Ratcliff, 1981:33, conveyed from Günay,1999:12)

Lynch's and Rodwin's expressions reveal that urban environment should be considered with interactions between physical structure and its users. Urban design directs and balances the interaction between them. That is why, urban design should be considered with the aspects of sociological and psychological dimensions. In the sixties this attempt would have caused to develop the new concepts such as environmental psychology, behavioral geography, social biology, architectural psychology and urban sociology. (ibid: 15)

Another different route tries to link urban design to intentions of community. According to Gosling and Maitland; "urban design is concerned with the physical form of the public realm over a limited physical area of the city and that it therefore lies between the two well-established design scales of architecture, which is concerned with the physical form of the private realm of individual building, and town and regional planning which is concerned with the organization of the public realm in its wider context" (Gosling and Maitland, 1984:9)

3.1. Current Debates in Urban Design

Urban design has not yet been defined clearly, in spite of these descriptions and definitions. Many authors and professionals accept that it is still at early stage. However; it is clear that defining the subject draws sharp borders and removes its flexibility. On the other hand, ambiguities force the disciplines and professions which inevitably coincide with each other to clarify the subject. (Madanipour, 1996:93)

Therefore, instead of defining urban design shortly and clearly, trying to describe the motives, methods, and roles of urban design would be more convenient and meaningful.

Firstly, we should distinguish complexity from ambiguity. Ambiguity explains the uncertainty about any issue. On the other, complexity is an expression which is used to attribute confusing relationships network of the parameters of any issue or the components of any subject.

Many different views reflecting different attempts declared to find a definition for urban design such as “spaces between buildings”, “ a thoughtful municipal policy” , “ everything that you can see out of the window”, or “the coming together of business, government, planning, and design” (ibid :93) Other definitions of urban design give more plausible expressions like “the interface between architecture, town planning, and related professions”, “three dimensional design of places for people... and their subsequent care and management”, “a vital bridge, giving structure and reality to two dimensional master plans and abstract planning briefs, before detailed architectural or engineering design can take place”, “ the design of the built-up area at the local scale, including the grouping of buildings for different use, the movement systems and services associated with them, and the spaces and urban landscape between them”, and “the creative activity by which the form and character of the urban environment at the local scale may be devised.” (Shirvani, 1985, conveyed from Madanipour, 1996 :93)

In these definitions, attempts concentrate on different areas. Some of these deal with “the domains of urban design especially with its involvement with the physical fabric of the city. Other attempts concentrate on “its scale, standpoints of departure from, or congruence with, planning and architecture, its political and management aspects, or its place in the planning process.”

To reach a more understandable description of urban design Madanipour offers to elaborate various attempts and identify the confusing elements which leads to ambiguities. He determines at least seven areas in which different definitions fall for analyzing. These are;

1. The scale of urban fabric which urban design addresses;
2. The visual or spatial emphases of urban design;
3. The spatial or social emphases of urban design;
4. The relationship between process and product in the city design;
5. The relationship between different professionals and their activities;

6. The public or private sector affiliation of urban design ; and
7. The design as an objective-rational or expressive-subjective process.”
(ibid :93)

3.1.1. Scale of Urban Design

The debates about the scale of urban design are parallel to Modernist and Post-modernist approach in design and also generated by these two approaches. Modernist approach “concentrates on the design of an abstract but integrated space” whereas Post-modernist approach (as a reaction to such abstraction) pays attention to smaller scale urban places and their meaning. Post modernist reaction reflects the transformation of society and its economical, political and cultural structure.

Harvey expresses these different views like that; “Above all, postmodernists depart radically from modernist conceptions of how to regard space. Whereas the modernists see space as something to be shaped for social purposes and therefore always subservient to the construction of a social project, the postmodernists see space as something independent and autonomous, to be shaped according to aesthetic aims and principles which have nothing necessarily to do with any overarching social objective, save, perhaps, the achievement of timeless and disinterested beauty as an objective in itself. (Harvey, 1990:66)

These two approaches may be rational in different circumstances. For example post modernist view, which supports micro-scale urban design, says that it is possible to reduce the resources making policies and producing projects “which concentrate on some parts of cities” instead of spending resources on cities as a whole. On the other side, for the big cities, having fast-developing economies, macro-scale urban design is still a pressing need. (Madanipour, 1996: 96) Because macro-scale urban design has a role through the decision making process of urban macro form. Günay explains this role like that; “Planning in general is defined as the description of processes generating a city, determination of alternative development strategies, making of decisions and implementation. Along this line, allocation of resources is also a part of the planning process. On the other hand design is considered to be a process too, aiming at the

procurement of an object. Hence urban design is also a process covering the necessary sequence of actions to put planning decisions into implementation. (Günay, 1999: 33)

It would be wise to accept that different types of urban design have different concerns and focal points. And both of them are the activities which shape the urban space. So they can be used to complete each other and the whole.

At this point Madanipour's view is very meaningful; "..., we should stress that although a degree of specialization through the separation in scale of engagement can be useful, the nature of both processes should be seen as closely interrelated. Only in this way we can avoid a further divide in the scope of those dealing with urban space. To confront the ambiguity about scale, therefore, we should conclude that urban design deals with urban space at all its scales." (Madanipour, 1996: 96)

3.1.2. The Importance of Visual Influence and the Necessity of Spatial Management

Another lasting debate is about the acknowledgement of urban design as dealing with visual qualities of urban environment. However, urban design is accepted broadly as the organization of urban space. These attempts, of course, are not opposite to each other but the ways of intervention to the city are different. Visual quality-based approach pays the attentions on some distinct parts of the city and does not bring a new perspective to solve urban problems within integrity. On the other side, the approach seeing urban design as spatial management is more extensive and insight the issue as the aesthetics of urban environment which is widened to the whole of city. That is why the function of urban design should be clarified. Is urban design the activity of producing nice images or "only attending the aesthetics of urban environment?"

Madanipour states that urban design activities mostly have no opportunity to be realised due to the social and economic problems and is also seen as unaffordable activity. There will be several designer and specialist involved with project. All of them must communicate each other to put forward different ideas according to their concerns. The cities take a long time to evolve and moreover, economic and political circumstances may change. Therefore, in this period, the ideas may shift or not be applicable.

The view of seeing urban design as dealing with visual quality of urban environment does not establish relationship with concrete, daily problems of large sections. And because of this, the meaning of urban design is reduced to merely visual activity. However, urban design has a meaning which claims to transform the urban space.

Madanipour also express a point of view by conveying from Boyer to broaden the issue. It is that urban space and architectural forms rising over the cities serve and support the circulation of goods as the items of consumption. The concern of capital to city centre has led to aestheticization of everyday life. Depending on inevitable competition in global market, visual quality of the cities should be enhanced to attract the investment. And these trends have caused “critical reaction reducing it to merely aesthetic enterprise. Commentators have seen it as a new packaging for urban environment, hence its visual emphasis.” (Madanipour, 1996: 100-101)

Madanipour corrects two mistakes about urban design concerns. First correction is about seeing urban design as dealing with merely visual qualities of urban environment. Visual quality of urban environment is one aspect of urban design and to separate and emphasize merely visual quality of urban space is to neglect “the major role of urban design as the generator of ideas for spatial change”. The second is about criticizing “urban design as spatial management is a tool used to maximize investments to city. He says that as a tool, it may bright some opportunities to maximize use value and to serve equally all citizens rather than some parts of society. To define urban design, the terms innovative rather than fashionable and spatial rather than visual would be appropriate. All issues discussed above are addressed by urban design and refer to the quality of urban space, lifestyle and its dimensions. (ibid)

3.1.3. Urban Design as a Socio-spatial Management

One of the ambiguities carries on about the social or spatial emphases of urban design. It is clear that if urban design is a work of art which claims to shape urban space it is inevitably related to social content of urban environment. We can not omit the social aspect of urban space and ignore that all built environment is the area of user

activity. To design built environment, user requirements are important. All requirements should be considered as social content of urban space.

According to Lefebvre, space as a social product involves the places for productional relations and social relations of re-production. That is, space particularly represents social relations and the relations between production and re-production. (Lefebvre, 1993: 26-33)

Commentators seeing “urban design as merely spatial involvement without social dimension” are close to view of seeing urban design as the work of enhancing visual quality of urban environment.

On the other side, the modernist tendency in design claimed to change society by changing space. This tendency, known as “social engineering and environmental determinism”, was criticized with the aspect of elaborating the space- society interrelation with a too mechanistic view. (ibid 103)

This tendency reflects the modernist understanding which solves problems accepting them as a whole and using instrumental rationality. This understanding assigns a team of specialists and professionals in a hierarchy to solve the problems. That is why, it is seen too mechanistic. However, social issues can not be evaluated in a mechanistic way. As Harvey’s saying that “How a city looks and how its spaces are organized forms a material base upon which a range of possible sensations and social practices can be thought about, evaluated, and achieved.”(Harvey, 1990:66-67), social process and spatial transformations have a strong interaction.

Madanipour states that “Urban design can be seen as a socio-spatial management of urban environment using both visual and verbal means of communication and engaging in a variety of scales of urban socio-spatial phenomena.” (Madanipour, 1996: 104)

3.1.4. Is Urban Design Process or Product?

All ambiguities discussed above generate a new confusion about urban design; is urban design a product or process?

Architects' concerns have concentrated on product. The issues concerning process such as administration, urban development and management are not in their interest area. Planners, however, have signified these issues. According to them, the term "urban design" should have a meaning which refers to policies, procedures and processes. On the other hand, some authors stress that urban design refers to both product and process. This view reflects a wider meaning. Because built environment is the product of urban design and urban design not only deals with it but also the process of development which consist of policies, organization, procedures, improvement and maintenance of built environment.

3.1.5. Urban Design as an Interdisciplinary Activity

Interventions to urban space are realized by not only urban designers but also many other professionals. And these interventions should be coordinated and organized because different interest groups come across to each other. Although where urban designers stand and what they do are discussed, urban design has a claim to take over the task of organization as a determinant power together with the other professionals and interest groups. The mission of urban design makes urban design an interdisciplinary activity. Urban issues require multidisciplinary concerns and awareness. Urban design process is created by different professionals from built, social and natural environments who work together in a team to manage and form urban space, improving this awareness.

3.1.6. Urban Design as an Instrument of Equilibrium between Public and Private Sector

The function of urban design concerning public realm and private realm has caused some debates which helped to emerge some criticisms directed to urban design. "The affiliation of urban design with public and private sector" brights some questions asking who urban design serves and which sector performs it for its interests.

Urban design, as the visual management of urban space, helps to maximize private sector investments and provides the returns of these investments to private sector again. If basic needs such as education, health and house are considered, the interventions based upon visual management perspective would be seen so luxurious. On the other hand if urban design is performed by public sector then it will be an instrument of the service of public and of improvement of the quality of the urban environment.

Urban space reflects the values attempts and aspiration of who produce it. So, which sector performs the urban design process and is engaged in directing this process actively would have chance to shift and manage the urban space.

If urban design considered as an area reconciling public interests with private interests, public-private partnership is inevitable. Therefore, the attempts of these two sectors can be reflected in urban space.

By means of this feature, urban design process opens a way to a wider communicative action area in society and improves the participating democracy. This is the political role of urban design process.

3.1.7. Rationality of Action in Urban Design Process

Urban design is not a process through which designer reflects merely his/her individual attempts. It is not a merely subjective process performed by an individual designer. Forcing the process to be subjective and individual would be an irrational action to manage the urban space. (ibid 110)

A more objective and detailed rationality approach is offered by Habermas. This approach provides an inter-subjective communication based upon mutual understanding and reliance. (Aengül 2002:19)

Habermas' communicative rationality exposes a new reasoning different from ordinary reason of modernity. He thinks that such reasoning guides people to learn "how to live together but differently" and "how to act in the world" for their general concerns. It also gives people an opportunity to shape their lives consciously. The

conscious grows up together with understanding knowledge and use of knowledge in acting. (Healey, 1996:242)

People, who interact to come to an agreement on any social issue, determine use of knowledge and the way of acting. Which actions “right” and “good” can be designated by people according to collective concerns of society. At the same time, members of society save their diversities. In this way, a conscious inter-subjective understanding is constituted. Communicative action based on this understanding would be more effective to reach more democratic society. (ibid: 243-245)

It would be easy to comprehend “the dynamics of each action in the series of actions which constitute the urban design process” by means of such an action and rationality (Madanipour, 1996: 111)

“Drawing upon the communicative action theory” Madanipour analyzes the urban design process “ as a combination of three distinctive and yet interwoven threads: the stage when designers are interacting with the objective world through application of science and technology; the stage when designers are involved with other individuals and institutions constituting their social setting which is somehow involved in the process; and the stage when designers are interacting with their own subjective world of ideas and images.” (ibid:112)

The stages reveal that urban design process should be discussed with the aspects of social, technical, designer’s creativity.

It is clear that production and management of urban space requires technical evaluations about many different issues to use resources efficiently and to enable effective use of the rules. So, urban design is related to the other professions such as architecture, town planning, engineering, law...etc. to benefit from their specific skills. These all require technical competence and a high level scientific knowledge to product the urban space and direct and coordinate the process.

Urban design as a technical process is based upon instrumental rationality. Throughout the modernist era, instrumental rationality as a technical and from above organized approach is employed to realize the defined aims successfully. (Engül, 2002:19) And “any action which is not corresponding to functional expectation,

technological capability or financial capacity has been regarded as irrational” (Madanipour, 1996:113)

However, this approach can not be employed everywhere because any social change or any technological change cause to be questioned the rationality of decisions based upon instrumental rationality. It can be obsolete or irrational although it would have been rational while decision-making.

The other aspect of the process is the requirement of interactions among the interest groups. A large number of actors take role in this process. Designer interacting with other professionals, agencies who control the resources and rules, users of space should take in account the interests and sensitivities of all these groups.

The social aspect of the process draws the boundaries of rationality; for whom? and for what? It is needed a consensus among all interest groups. At this point, urban designer’s role displays its importance. Urban designer should set up a balance between scientific knowledge and user’s demands.

Urban design is also seen as a creative process. In this process, designer combines all components of design with his/her professional background, aesthetic understanding and graphic skills to express his/her “spatial concepts in the form of appropriate scheme. This is the reflection of designer’s subjective world and the stage that the designer’s creativity emerges.

4. Comprehensive Role of Urban Design

The issues about definition of urban design mentioned above have some clues about what the role of urban design is. The question of how to realize its own practice can find answer due to how urban design exceeds the congestions of planning and architecture.

Günay defends that “urban design is an indispensable extension of the process of planning. It should become a part of public policies in building or reconstructing urban areas.” He also emphasizes that urban design should be taken up with the aspects of socio-economic structure, political process and cultural bases. (Günay, 1999:9)

According to Hildebrand, the task of urban planning and designing is "...to enable and enhance the city's advantages and to minimize the city's disadvantages. The city must become more equitable; it must be provide citizen with a fair share of its advantages. On the other hand the city needs to be shaped so that a considerable reduction of noise and pollution is achieved, so that mobility is possible without congestion of roads and without pollution, so that planned and spontaneous communication is possible, and so that people enjoy a high level of privacy and freedom. A 'good' city combines the central qualities of traditional city- culture, exchange of ideas, a creative atmosphere, the availability of retail outlets, services and facilities- with the qualities of the suburbs- privacy, solitude, freedom, quietness, good air, gardens, parks and promenades- without taking on the unsustainable characteristics of many of today's suburban and peripheral areas- single use, low density, sprawl, monotony and car dependency." (Hildebrand, 1999: 20)

Spreiregen proposes a program revealing the role of urban design in national and regional scale, metropolitan scale and the scale of the city. This program, in national and regional scale, suggests that the character of land should be regarded and protected. For recreational areas, an extensive study to explore the potential areas is necessary. A plan should be improved for efficient use of the main recreational resources. Wilderness areas and old preserves are required a special attention. In developing regions, design principles should be determined according to exemplary physical development. In this way, development interest and capital flow would animate and livable fine places would be created. (Spreiregen, 1965:211-213)

At the metropolitan scale and smaller city scale, urban design program should be put implementation primarily regarding structure and form. Urban macro-form and the relation between natural environment and built environment reveal the growing side of city and also "...the hierarchy of urban parts, their relative importance to each other and their relative sizes." (ibid: 215)

In this program, he follows a systematic way to unfold the issue. And while elaborating urban design he goes to lower scale from upper scale. He, thus, attempts to combine planning with architecture. This is important to understand unbreakable relationship among planning, urban design and architecture

Urban design, by nature, deals with suburban, rehabilitation of old neighborhoods, regeneration of any built-up area, the preservation of historic buildings, downtowns, the open space system of city, transportation network, pedestrian circulation. Its concern is not limited merely with these. It also deals with many elements of a street from street hardware to furniture, from landscape to illumination. (ibid: 215-229)

For all its implementations, appropriateness to planning decisions is a critical point to operate the planning and design process healthily.

5. Conclusion

All issues discussed above reveals that urban design still does not have a clear definition to explain its activities, scope and the ambiguities. We can acknowledge that urban design needs a broad definition to make its ambiguities clear, to draw upon the pattern of activities. “As a process through which we consciously shape and manage our built environments”, urban design makes clear all ambiguities about it. Beside of its task which is to manage the visual qualities of small urban places, it also manages socio-spatial interactions. Seeing urban design like that helps us to insight it within its interrelations emerging due to many different interests and involvements. Therefore it can also be defined as an interdisciplinary activity.

In this chapter, I try to transmit the definitions of urban design, the ambiguities of urban design and bright an extension to the problems of urban design by conveying some authors' views. I also try to give a viewpoint which asks these questions; if urban design is also management of built environment, then, what is the management issues of urban design?, how is the management process of a urban design project? Where should be the philosophical standpoint of urban design? If it is considered that urban design becomes concrete by means of projects, then, transmitting some information about project management would be appropriate. Therefore, I will give some information about project management and its different aspects.

CHAPTER 3

PROJECT MANAGEMENT CONCEPTS & PROCESS

3.1. Overview

Management thinking developed at the end of the nineteenth century due to acceleration of industrialization. Some of the managers wanted to explore the details of their jobs and how to develop a systematic way of management. (Fryer & Fryer, 1997:2) The struggle of maximizing the surplus through production forced the people to improve new ways of management, beside the form of production. This attempt can be evaluated as an internal intervention to the production process because of regarding organizational structure of production. External factors such as raw materials, labor costs, demands, financial problems etc. required more sensitivity to control and use of resources. Project management presents a new way to the organizational managerial structure to obtain the control of resources. (Kerzner, 2001:1)

In the late 1950s, to bright new perspectives based upon a new philosophy military organizations were developed a lot of theories. Project management was formally used in U.S. ballistic missile program or the space program. (Cleland, 1995: 4-5) Today, project management is being used many fields of industries and organizations such as construction, defense, chemicals, hospitals, state and local governments, etc.

3.2. What is Project?

There are two kind of work. First is routine works and the other is project works. The routine works can be defined as the normal tasks you continually do in your job. On the other hand, the project is not routine and does not exist before. It also covers some organizational resources enabling new creations. (Cleland, 1995:5) In a project, there are some parameters which also provide to describe the characteristics of the project. These are; scope, time, cost and resources. Project has a scope and specific objectives, assigned finite budget and human and nonhuman resources. It also has a defined start and end date. (Kerzner, 2001:2)

In Söderlund's study, by conveying from Gaddis's article published in Harvard Business Review, a project is defined as "... organizational unit dedicated to the attainment of a goal – generally the successful completion of a developmental product on time, within budget, and in conformance with predetermined performance specifications. (Söderlung, 2004 :185)

3.3. Definition of Project Management

Some text or articles in published journals adopt the project management merely as a method to solve complex organizational problems. In project management, research, there are two main theoretical traditions seeing the intellectual roots of project management in different origins. First is in the engineering science and mathematics which focus their concerns on planning technique and methods of project management. The other is in the social sciences such as sociology psychology and organization theory. It is possible to say that both are current because they get themselves felt in different stages of the project management process. For instance; while using scheduling techniques, project management fall close to optimization theory and applied mathematics. On the other side, within the project organizational process or in the field of human resource management, sociology, psychology, and organizational and behavioral aspects of the process would be more important. (Söderlung, 2004:183-185)

Project management is put into practice in many fields of industry and educational, military and governmental organization. These experiences led to an accumulation of knowledge to define project management. The Project Management Institute clarifies the term as following;

"... the art of directing and coordinating human and material resources throughout the life of a project by using modern management techniques to achieve predetermined objectives of scope, cost, time, quality and participant satisfaction."(conveyed from Cleland,2001:5)

Figure: 3.1 shows the schematic representation of project management illustrating its parameters. This figure also aims "...to show that project management is designed to manage or control company resources on a given activity, within time, within cost, and within performance. Time, cost, and performance are the constraints on the project. If the project is to be accomplished for an outside customer, then the project has a fourth constraint: good customer relations." (Kerzner, 2001:5)

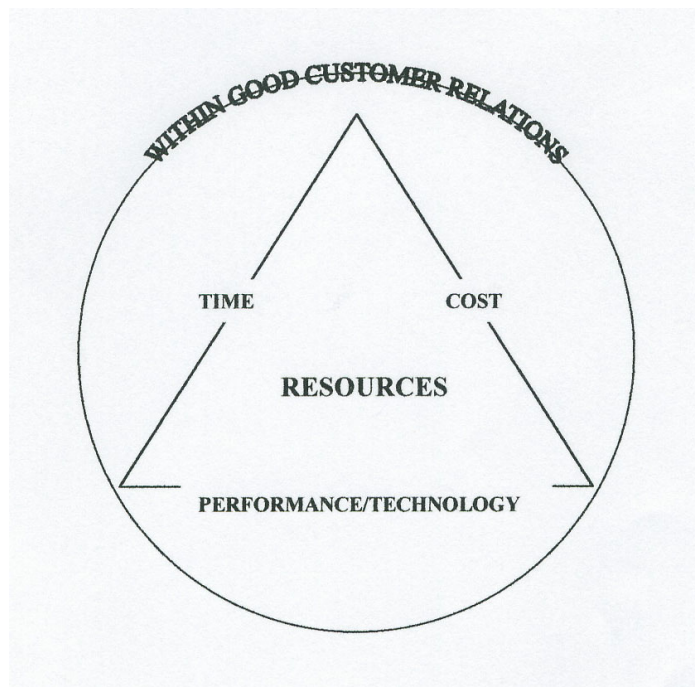


Figure 3.1. Basic Components of Project Management (Source: Kerzner H., “Project Management- A System Approach to Planning, Scheduling, and Controlling” -New York: John Wiley & Sons, Inc 2001- p: 5)

Project success can be described within basic parameters coming from the definition of project management. It is defined as the completion of any project depending on the constraints of time, cost and performance and including satisfaction of users, an agreement on scope changes which can emerge through the project process, preservation of organizational work flow and cultural corporation. (ibid: 6)

3.4. Knowledge Areas of Project Management

Project management body of knowledge is structured on nine knowledge areas which must be managed. These are;

Project integration management -is a function of project management which involves some activities to coordinate the different elements of project accurately. It includes developing the project plan, execution of the plan, and controlling the changes in detail.

Project scope management –is the knowledge area of project management which involves all activities required to be done for the completion of project successfully. It provides to eliminate the unnecessary activities.

Project time management –is a function of project management providing the activities required to be done at the right time. Activities are defined, related to each other and put in order. Then, each of activity time is estimated. According to interrelations and time estimation, program is developed and controlled for analyzing the resource requirements and the changes and effective use of time.

Project cost management -is about the activities providing to enable the completion of the project in approved cost estimation.

Project quality management - involves the required activities to supply the demands which are the reasons for project satisfactorily. It includes quality planning, quality assurance, and quality control.

Project human resource management – is about management of people working for project to provide the effectiveness of them. It involves organizational planning, personnel procurement, and encouragement of teamwork.

Project communication management – provides the attaining, gathering, distribution and storage of required information about the project.

Project risk management – involves the activities enabling to define the risks, to analyze them, and to take precautions.

Project procurement management – is a function of project management involving the activities which provides to procurement of products and services required in project outside of practitioner organization.

3.5. The Role of Project Manager

Generally, project manager is responsible for the overall success of project. Therefore, he or she must assemble different type of human interrelations. These interrelations can be necessary within a project team or between project team and functional organizations, customer organizations, etc. Achieving this reveals the project manager's communicative and interpersonal skills.

The other side of a successful project is about systematic progress through the process. In order to obtain this, project manager must define the project and constitute work plan and also identify the project issues. He or she can see the project risks and ensure that the quality of solutions about the issues is acceptable. And whilst doing these, he or she must ensure the success of overall project tasks on time and within limited budget.

Of course, project manager can not do all defined work in a project. This is teamwork and he or she should direct the process as a conductor. Project manager works together with functional managers and line managers to control the resources and to get technical information about the project. A good coordinated project is managed within good relationship among these managers. Therefore a project manager should be well-organized, open minded and have self discipline. (Kerzner, 2001: 7-11)

In addition to this, by referring to the knowledge areas of project management Günaydın express that a project manager must be aware of the knowledge of technical fields used in the project and have the knowledge of general management and project management. Besides, he also informs about the requirements of international projects. According to this, project managers are expected to have the certificate of “professional project manager” given by the Project Management Institute to work for an international project. To get this certificate, the candidates have to prove their sufficiency in the knowledge areas of project management in a worldwide examination prepared by PMI. (Günaydın, 2001: 4)

3.6. Project Life Cycle

Project management process can be described a set of phases called work packages. These phases are known as life cycle phases of a project and include; conceptualization, planning, testing, implementation, and closure. Insight, as the first step of project management process, can also be added these phase by reason of its function exploring the knowledge helping through the process. Indeed, the phases are used for theoretical definition of the life cycle phases of a system but they can also be applied to a project. Conceptualization includes improvement of an idea formulated in the light of discovered knowledge and generating an abstract model. In this phase, foreseeing about risk analysis of the project would improve and provide to get precautions against the impact of potential risks. In planning phase, resources supplied for project are clarified together with cost, time and performance parameters. The elements coming from conceptualization phase are refined. All activities and works are identified in a program. Testing is a phase of examining the program and “final standardization efforts”. It is also the phase through which all documentation needed for project achievement must almost entirely be completed. Implementation phase includes efforts of integration accommodating the project organizational structure and product or service. This phase also includes operational aspect of the project. That is why supply of user requirements and construction or production are embodied in this phase. Closure is the final phase of the project life cycle. When the project ends, improvement of new project would be inevitable for survival of the company and supply of the new user requirements changing according to different trends. Then, reallocation of the resources would also be inevitable. Beside of reallocation the resources, “the closure phase evaluates the efforts on total system and serves as input to conceptual phases for new projects and systems. This final phase also has an impact on other ongoing projects with regard to priority identification.” (Kerzner, 2001: 77-80)

3.7. Project Management Process

In classical management, there are five major functions related to each other. These are;

Planning is a function clarifying the objectives, goals and strategies of the organization.

Organizing a project can be described as the task of knitting interrelations network which determines the resources needed in the project and usage of them according to a functional dispersion.

Motivation is a function providing the encouragement of people to display their best performance.

Directing can be defined as a function of decision designating the works to be done and time of them.

Controlling can be explained as the task of supervising, checking and evaluating of the situation of the project.

In project management process, demands can be shifted or new demands can be added the project program. In this situation, the changes have to be coordinated and managed regarding the problems and opportunities emerged due to these changes. That is why; the process should be run continually and dynamically.

In project management, it is required many activities to get effective results. However, all activities can be placed under each of these functions. In Table 3.1, project management process is described with its major function. (Cleland, 1995:40)

In large project, unfolding the complex interrelations and actions is so difficult that it is required to divide the project into some parts. Thus, project can be comprehended with all parts and managed in a successful work flow. (ibid: 42)

3.7.1. Planning the Project

Planning is one of the project manager's responsibilities. Due to constraints including time, cost and performance in all projects, planning stands as an indispensable function of project management process to control the resources.

At this stage of the process, in order to designate the works, actions and period of these actions, strategies, goals, and objectives for achievement of project would be made clear by the members of project team supposed to be interactive, participatory and communicative. (Cleland, 1995:237)

According to Kerzner, "planning, in general, can best be described as the function of selecting the enterprise objectives and establishing the policies, procedures, and programs necessary for achieving them." (Kerzner, 2001: 549)

Table 3.1. Representative Functions/Processes of Project Management (Source: David I. Cleland. "Project Management: Strategic Design and Implementation"-New York: McGraw-Hill Book Company 1995- p: 41)

PLANNING	(what are we aiming for and why?)	• For the resource support of the project.
		• Develop project objectives, goals and strategies
		• Develop project work breakdown structure
		• Develop precedence diagrams to establish logical relationship of project activities and milestones
		• Develop time-based Schedule for the project based on the time precedence diagrams
		• Plan for the resource support of the project
ORGANIZING	(what is involved and why?)	• Establish organizational structure for the team
		• Identify and assign project roles to members of the project
		• Define Project management policies, procedures, and techniques
		• Prepare Project management charter and other delegation Instruments
		• Establish standards for the authority, responsibility, and accountability of the project team
MOTIVATION	(what motivates people to do their best work?)	• Determine project team member needs
		• Assess factors that motivate people to do their best work
		• Provide appropriate counseling and mentoring as required
		• Establish rewards program for project team members
		• Conduct initial study of impact of motivation on productivity
DIRECTING	(Who decides what and when?)	• Establish "limits" of authority for decision making for the allocation of project resources
		• Develop leadership style
		• Enhance interpersonal skills
		• Prepare plan for increasing participative management techniques in managing the project team
		• Develop consensus decision-making techniques for the project team
CONTROL	(Who judges results and by what standards?)	• Establish cost, schedule, and technical performance standards for the project
		• Prepare plans for the means to evaluate project progress
		• Establish a project management information system for the project
		• Prepare project review strategy
		• Evaluate project progress.

Planning is decision making so as to determine the tasks, the time of tasks and people assigned for them. In more complex projects, working by improving alternatives provides an extension to get the more complex problems clarified. Selection of more convenient alternative is also done in planning process. Planning contains a set of component that must be followed in an order. These are; determining the goals and objectives, constitution of a program, establishment of a schedule, budgeting, forecasting, organization, making policies, designation of procedural route to reach the policies, put some standards for individual or group performance. (Kerzner, 2001:549-552)

For a good plan, there are some characteristics that should be regarded. These are flexibility, creativity, analytical ability, and responsiveness and communication skills. (Michael and Stuckenbruck, 1996:97)

Figure 3.2 demonstrates the characteristics of project planning. A planning process illuminated with such characteristics would be more effective in attainment of project success.

3.7.1.1. Project Planning Process

Having a vision before planning is an important feature for project managers because “the ability to see something that is invisible to others” is an important skill to extend the capacity of plan. Planning is an effort of programming the work flow supposed to exist in a project that is not started yet. That is why, planning, by nature, requires to be able to see invisible actions. (Cleland, 1995:237)

Michael and Stuckenbruck states that project planning “is a system of analyses and decisions for the purpose of:

1. Directing the intent of the project
2. Identifying actions, risks, and responsibilities within the project.
3. Guiding the ongoing activities of the project
4. Preparing the project for changes” (Michael and Stuckenbruck, 1996:99)

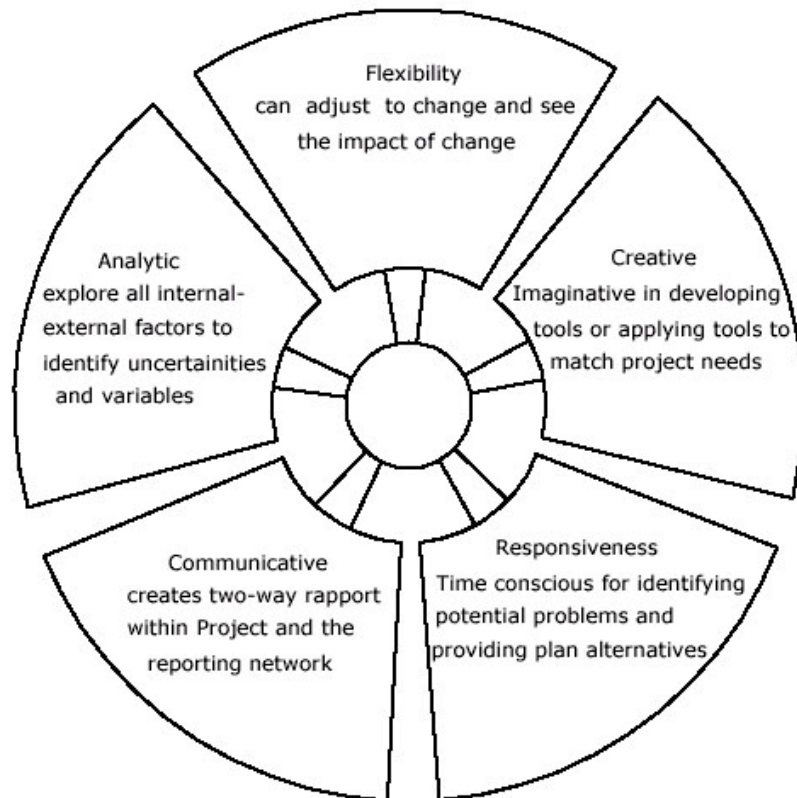


Figure 3.2. Project Planning Characteristics (Modified from Michael S.B. and Stuckenbruck L.C , “Project Planning”. “The Implementation of Project Management: The Professional’s Handbook” ed. by Stuckenbruck L.C. - Project Management Institute (USA: Addison-Wesley Publishing Co. 1996) p:97)

Whilst describing project planning, talking about strategic planning would be useful to grasp the process. In business management, strategic planning can be defined as strategic programs constituted for achievement of determined objectives and goals plus the selection of the required methods to provide the application of these programs and policies. (Üzün, 2000:43) If strategic planning is considered in the field of a project, its function can be explained as determining the strategies, goals, objectives and actions for project success and dealing with use of resources within the framework of a program which constitutes the policies and procedures of the project. Figure 3.3 shows strategic context of planning for a project.

A project includes both strategic and operational considerations due to that it lasts many years. Then, planning process should be employed by thinking prospectively and regarding the openness to creative considerations/innovations. (Cleland, 1995: 246)

After the definition of the strategies, goals and objectives, the main question is that how to realize these objectives. Kerzner unfolds this issue with the answers given to the questions following:

- “. What are the major elements of the work required to satisfy the objectives, and how are these elements interrelated?
- . Which functional divisions will assume responsibility for accomplishment of these objectives and the major – element work requirements?
- . Are the required corporate and organizational resources available?
- . What are the information flow requirements for the project? ”(Kerzner, 2001: 564)

As the backgrounds of these questions are sought, it is possible to consider the project planning as a form of interconnection among resources, works and information flow.

There are some scheduling techniques for project planning and controlling. These are;

1. Work Breakdown Structure (WBS)
2. Network Diagrams- (CPM, PERT, GERT and PDM)
3. Bar Chart – (Gantt Chart)
4. Time/Cost Analysis
5. Resource Leveling
6. Computer Assistance
7. Linear Responsibility Chart (LCR) (Cleland, 1995:250)

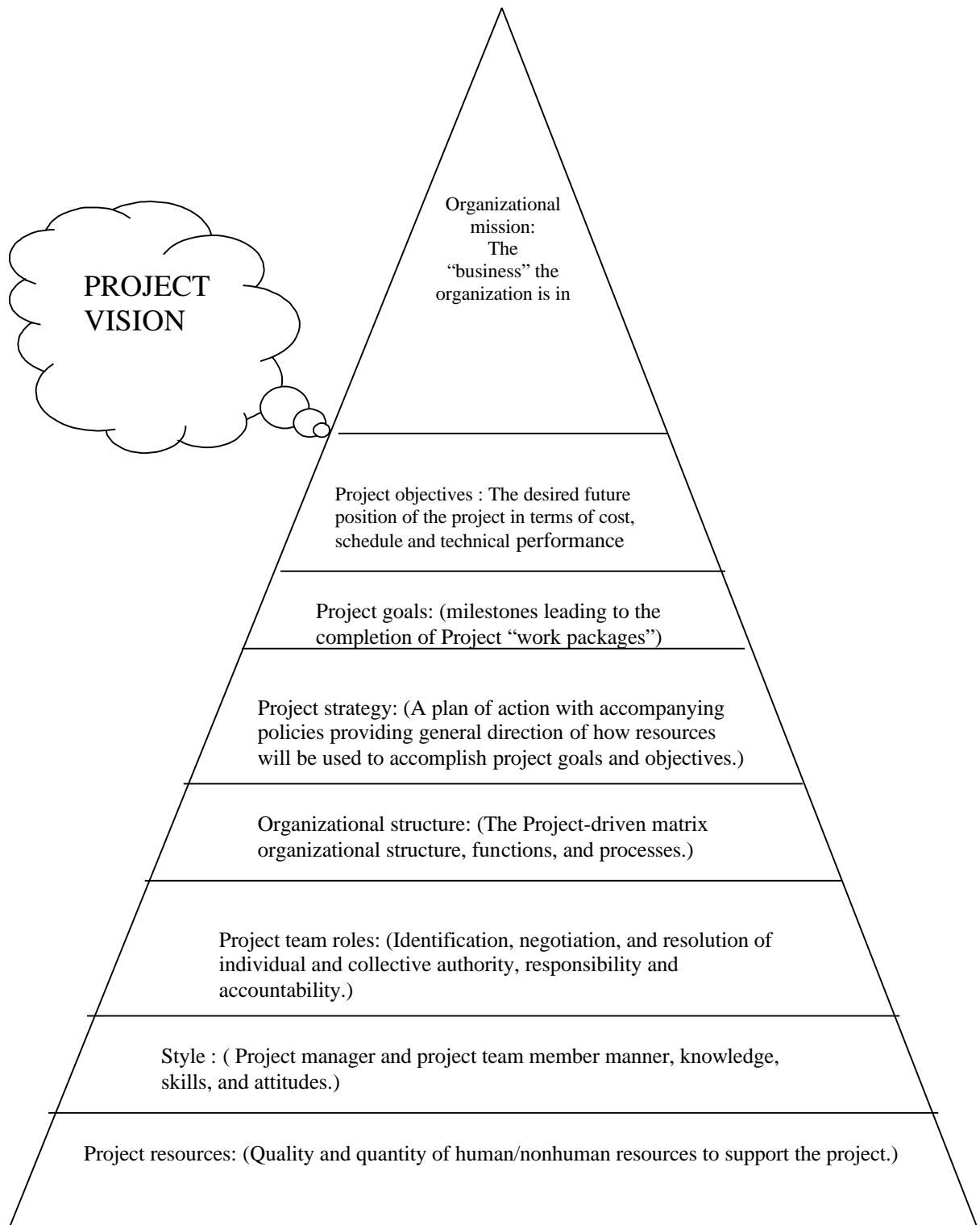


Figure 3.3. Strategic Context of Planning for the Project (Source: David I. Cleland. "Project Management: Strategic Design and Implementation" (New York: McGraw-Hill Book Company 1995) p: 246)

Among of these scheduling techniques, WBS and Network Diagrams are mostly used through the project planning process. It would be helpful to explain them in detail.

3.7.1.2. Work Breakdown Structure (WBS)

Work Breakdown Structure is one of the most important techniques of project planning. The WBS divides a total project into smaller parts which have been identified as a subproject, work or task (Figure 3.4.).

As a framework of project, the WBS describes all tasks that must be accomplished in detail. Thus, these tasks called as work packages are defined as manageable units. For the size of work packages the “eighty- hour rule” can be a current measure in the formulation of the WBS for realistic estimations and easy control. (Michael and Stuckenbruck, 1996:97)

Owing to the WBS, the picture of total program can wholly be drawn. Planning process which includes the establishment of a logical linkage between objectives and resources, the control of the budget and cost, network schedules, the review of time, cost and technical performance can be performed easily. The authority, responsibility and status-reporting procedures can be established.

3.7.1.3. Network Diagram

As a planning technique, network analysis provides to understand the interdependencies of the tasks. Thus, establishing reasonable relations among the tasks would be possible and furthermore, obtaining valuable information from row data can be provided. Network scheduling primarily aims to remove the crisis which may appear through the project.

Owing to network diagrams, in addition to perceiving the interdependencies of activity, it would be possible to get some information about project completion time, impacts of late starts and early starts, trade-offs between resources and time, probabilities...etc.

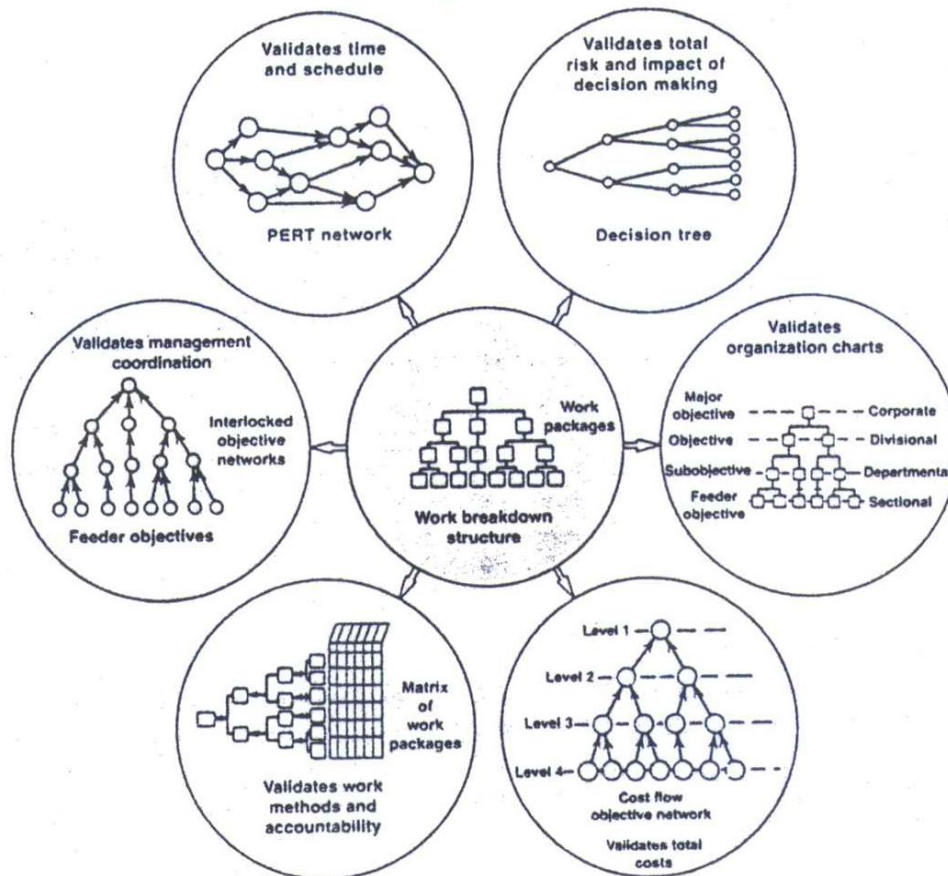


Figure 3.4. Work Breakdown Structure for objective control and evaluation. (Source: Paul Mali, *Managing By Objectives* -New York: Wiley, 1972:163- (Conveyed from Kerzner, 2001: 575))

Network diagrams include the illustration of the timing of the works to be done as a linear graphic diagram. Mostly used notations for an activity illustrated in a network diagram can be in two ways. These are arrow notation and, precedence notation. Network diagrams include events and activities. Each starting point or end point for a set of activities is called as events and "... an activity is the work required to proceed from one event or point in time to another." (Kerzner, 2001:674)

Tütek and Gümüþöđlu underline some rules to be careful, as preparing a network diagram (Figure 3.5.) These are;

- Start point and end point are both unique in the network.
- Each of activities is shown with a single arrow.
- Two of the activities must not have the same start and end point. If so, network diagram is re-established using a dummy activity having no duration. Dummy activities are illustrated with dashed lines in the diagram.
- To take the prior relationships under guarantee, each activity is added the diagram looking for the answers of certain questions as fallows:

1. Which activities must be completed before this activity starts?
2. Which activities follow this activity?
3. Which activities can be done together with this activity? (Tütek & Gümüþöđlu, 1994:278)

PERT (Project Evaluation and Review Technique) and CPM (Critical Path Method) are mostly used in the network diagrams as planning and controlling tools of management. Planning, resource allocation, and programming are made in a row. If PERT and CPM are followed in planning and resource allocation phase, automatically a program is obtained. Briefly, resources fix and assign the programs. In controlling, PERT and CPM provide to view the changes, remove the defects or reduce their effects, and also enable the cost analysis of desired time reduction. (Martino, 1972: 12-13)

There are some terms to be required to identify for getting more about PERT /CPM (Figure 3.6. - 3.7.) These are used in the diagrams and express some values as follows;

- (ES): the earliest time when an activity can start
- (EF): the earliest time when an activity can finish
- (LS): the latest time when an activity can start
- (LF): the latest time when an activity can finish (Kerzner, 2001:682)

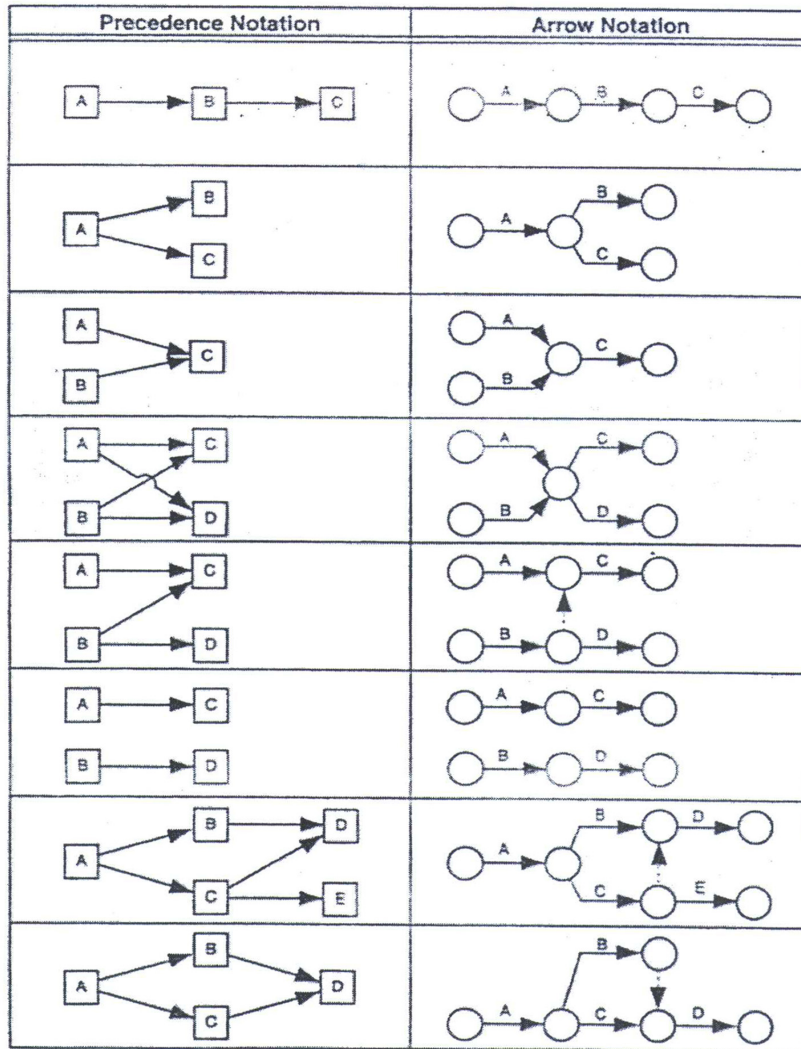


Figure 3.5. Activity Connection Types in Network Diagrams.(Source: Clough R.N., Sears G. A. and Sears S. K., “Construction Project Management” -John Wiley & Sons Inc., USA, 2000- (Conveyed from Konursay, 2004:175))

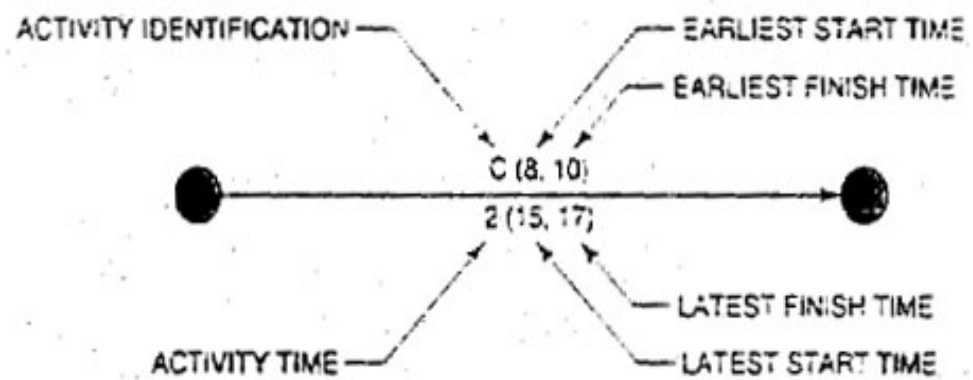


Figure 3.6. Identifications of the Values on the Diagram (Source: Kerzner H., “Project Management- A System Approach to Planning, Scheduling, and Controlling” -New York: John Wiley & Sons, Inc 2001)- p: 684)

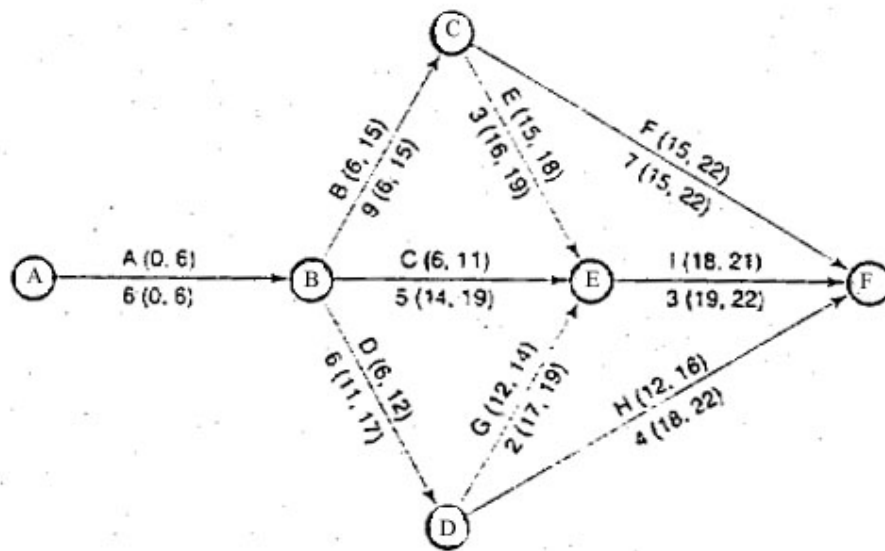


Figure 3.7. A Typical PERT Chart with Slack Times (Source: Kerzner H., “ Project Management- A System Approach to Planning, Scheduling, and Controlling” - New York: John Wiley & Sons, Inc 2001- p:685)

PERT is the most developed network diagram and differs from CPM with the aspects of as follows;

- In PERT, start-start, start-finish, finish-start, and finish-finish relations can be identified. However, in CPM, only finish-start relations are identified. After an activity starts, another activity can be identified according to this. For example; saying that “activity A will start two days later than the starting of activity B” would be possible. This makes the program flexible. In some situations, this attitude is also displayed in CPM.
- The most important difference between them is the probabilistic feature of PERT. Activity durations are calculated regarding to probability theory in PERT. However, in CPM, activity durations are certain. (Günaydın, 2001: 9)

3.7.2. Organizational Structure of the Project

The terms of management and organization are always used in the same context and together. Because it would not be wrong to say that obtaining an effective management system is possible with an appropriate organizational structure.

Clough, in his study called as *Concept in Management Science*, explains the reasons for organizations saying that; “In short, the reason for constructing a formal organization is to make both decision making and the implementation of decisions more effective.” He also adds that different individuals might take place within a formal organization. They might have different views and judgments and, of course, make their decisions according to their own areas of specialization. As a result, conflicts might arise. In this situation, another reason for an organization appears as “... to minimize the conflicts which might interfere with the attainment of the objectives of the chief decision makers.” (Clough, 1963: 77-78)

According to Koçel, organizing is a function of management and provides the adaptation of project organization to continually changing conditions of environment. And organization means an order or an arrangement of;

- work with work
- work with individual
- individual with individual

He also describes the organization as a system of labor division and coordination which provides that the individuals can combine their information, skills and efforts for the objectives that any of them can not realize alone. (Koçel, 1993:97-100)

3.7.2.1. Work Flow in an Organization

In many sectors, depending on the changes in environmental factors and demands, seeking different organizational structures have emerged an indispensable requirement. Technological progress, competition in the market, and different demands changing rapidly force the companies to evolve their organizational structures.

As the organization is restructured, the roles of the individuals may be changed by causing the new conflicts arise. Authority, responsibility, and accountability must be clarified and the tasks of each individual must be defined again to eliminate the conflicts and to provide flow of the work.

Authority can be defined as a power given the individuals legally or rightfully in accordance with their positions to make decisions and to direct all program activities.

Responsibility is the state of forcing oneself to be answerable for the goodness of project. A responsible individual for any task in a project can not act arbitrarily and is expected to do his/her work without any “specific guidance or being told to do so by a superior authority.”

Accountability refers to a liability for successful achievement. Therefore, it involves both authority and responsibility. It is the state of pretentious which is to be totally answerable for satisfaction. (Cleland, 1995:220-230)

3.7.2.2. Project Organization

A project, by nature, requires that the people from different disciplines come together. In this situation, project organization is required to work in a harmony and establish the coordination among the individuals. It is also the result of the needs for different resources, people and new information felt in different times to define the works.

Söderlung explains why project organization exists with such words: “First, a project exists because there is something important and complex to be solved. Second, a project organization exists because there is a need for a purposeful organization effort

and a high need of coordination in order to execute a number of tasks/activities. (Söderlung, 2004:187)

It is seen that different organizational structures are used in project management. These are;

- Classical organizational structure
- Pure product organization
- Matrix organizational structure
- and other various types of project organization. (Koçel, 1993:227)

Matrix organization is commonly used in project management. Now, this well-known type of project organization will be mentioned shortly.

3.7.2.2.1. Matrix Organization

Stuckenbruck defines matrix organization as “one in which there is dual or multiple managerial accountability and responsibility.” (Stuckenbruck, 1996:69) It is, by definition, established on two different relationships. First is horizontal hierarchic relationships and the second one is the vertical hierarchic relationships. In other organizational structures, vertical hierarchic relationships are established and horizontal relationships are exceptions. However, in matrix organization, both vertical and horizontal relationships have the same degree. It would be no wrong to say that there is a power balance in the organization. (Koçel, 1993:229)

The main reason for the convenience of matrix organization to a project is that a project requires many different individuals with their specific knowledge and skills. This means that the organizational structure of the project must respond by a collaborative function as well as coordinative function.

Figure 3.8. simply shows the established relationship network including horizontal and vertical relationships in a simple matrix organization illustrated schematically.

In such organizational structure, there are some advantages and disadvantages emerging in practice whilst operating. These are shown in Table 3.2. and 3.3.

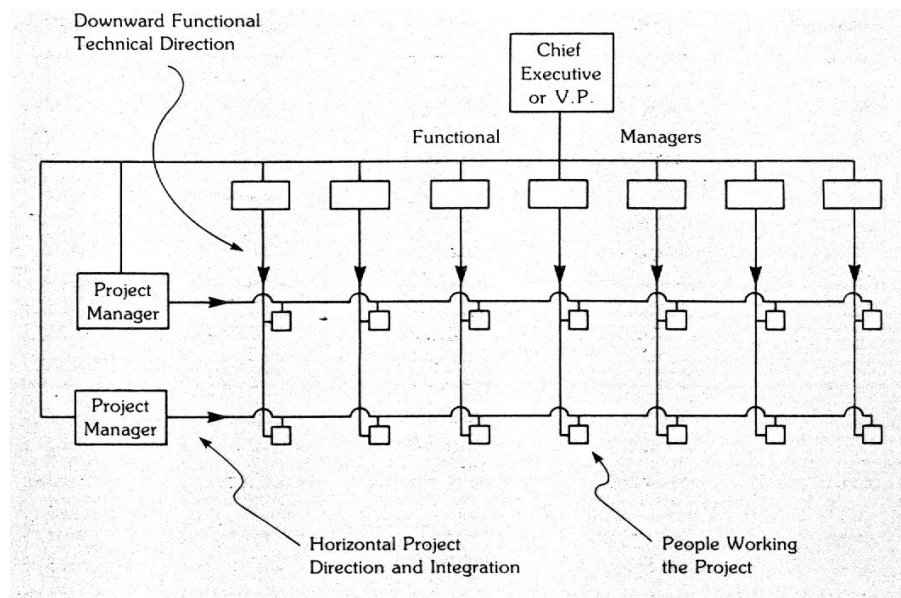


Figure 3.8. The Scheme of Simple Matrix Organization (Source: Stuckenbruck L.C “The Matrix Organization”. “The Implementation of Project Management: The Professional’s Handbook” ed. by Stuckenbruck L.C. - Project Management Institute, USA: Addison-Wesley Publishing Co. 1996: 73)

Table 3.2. Advantages of a Pure Matrix Organization (Source: Kerzner H., “Project Management- A System Approach to Planning, Scheduling, and Controlling”, New York: John Wiley & Sons, Inc 2001, p: 118-119)

- The project manager maintains maximum project control (through the line managers) over all resources, including cost and personnel.
- Policies and procedures can be set up independently for each project, provided that they do not contradict company policies and procedures
- The project manager has the authority to commit company resources, provided that scheduling does not cause conflicts with other projects.
- Rapid responses are possible to changes, conflict resolution, and project needs (as technology or schedule)
- The functional organizations exist primarily as support for the project.
- Each person has a “home” after project completion. People are susceptible to motivation and end-item identification. Each person can be shown a career path.
- Because key people can be shared, the program cost is minimized. People can work on a variety of problems; that is, better people control is possible.
- A strong technical base can be developed, and much more time can be devoted to complex problem-solving. Knowledge is available for all projects on an equal basis.
- Conflicts are minimal, and those requiring hierarchical referrals are more easily resolved.
- There is a better balance between time, cost, and performance.
- Rapid development of specialists and generalists occurs.
- Authority and responsibility are shared.
- Stress is distributed among the team (and the functional managers).

Table 3.3. Disadvantages of a Pure Matrix Organization (Source: Kerzner H., “Project Management- A System Approach to Planning, Scheduling, and Controlling”, New York: John Wiley & Sons, Inc 2001, p: 118-119)

- Multidimensional information flow.
- Multidimensional work flow.
- Dual reporting.
- Continuously changing priorities.
- Management goals different from Project goals.
- Potential for continuous conflict and conflict resolution.
- Difficulty in monitoring and control.
- Company-wide, the organizational structure is not cost-effective because more people than necessary are required, primarily administrative.
- Each project organization operates independently. Care must be taken that duplication of efforts does not occur.
- More effort and time are needed initially to define policies and procedures, compared to traditional form.
- Functional managers may be biased according to their own set of priorities.
- Balance of power between functional and Project organizations must be watched.
- Balance of time, cost and performance must be monitored.
- Although rapid response time is possible for individual problem resolution, the reaction time can become quite slow
- Employees and managers are more susceptible to role ambiguity than in traditional form.
- Conflicts and their resolution may continuous process (possibly requiring support of an organizational development specialist)
- People do not feel that they have any control over their own destiny when continuously reporting to multiple managers

3.7.3. Directing and Controlling of the Project

After planning and organizing the project, directing is an important issue which the phase of implementation should be employed accurately to achieve the objectives. The main elements getting importance are the selection of the qualified persons, teaching the personnel how to fulfill their duties, supervising, motivation, coordination, collective reason.

Controlling is also another considerable issue which is the task of measuring the progress of a project. Enabling this is possible with accurate measurements of the progress, critical and realistic evaluations about consequences and correcting the wrong actions. (Kerzner, 2001:232-233)

Some basic concepts of project management enabling the directing and controlling phases can be operated desirably.

3.7.3.1. Teamwork and Leadership

There are some interpersonal dynamics influencing the project management process. These dynamics are the results of interdisciplinary property of the process. Interdisciplinary is the statement of harmony, coordination, and collective reason. Fryer and Fryer emphasize the importance of teamwork for a project stating that "... it has become increasingly difficult for an individual to possess *all* the know-how to manage a project from inception to completion." (Fryer and Fryer, 1997:128) Teamwork is the answer of such needs.

In teamwork, project manager is expected to have the skills of a leader because of their responsibilities. Leadership can be defined as a property of being capable to affect and direct the activities of a group charged to carry out the definite duties. (Koçel, 1993:328) Some authors also describes the term as a process of directing the activities of an organized group via non-coercive influence for achievement of the project goals. (Cleland 1995:336)

Green's definition based upon traditional project management literature describes the project leaders "... as being responsible for delivering a system on-time, within budget, and with desired performance."(Green, 2004: 166) She also points out that project leaders must enhance the team efficiency. Therefore, project team should be an integrated unit. Successful project leaders should have integrative thinking which is

defined as “the ability to think analytically while bringing together disparate ideas.” (ibid)

Morris stresses the importance of the norms of the group directed by a leader and adds that in a formal organization, the leader cannot act according to social structure of each group. However, best direction for accomplishment is provided by recognizing the norms of the groups and act as much as possible in accordance with them. (Morris, 1968: 45) Therefore, regarding the sensitivity of the groups is a considerable feature for a leader.

Both leadership and teamwork are crucial to achieve the project success. A balanced composition of these two factors would be useful as making the decisions and solving the problems by employing the communicative rationality.

3.7.3.2 Problem Solving- Decision Making

Decision-making is an important task fulfilled by the managers. Indeed, the main duty of a manager is to decide what must be done, when and by whom. Making good decisions provides the project success and is possible with gathering and analyzing the information carefully. Decision-making involves selection of the choices appeared as the results of analyses.

Problem-solving refers to seeking the ways of solution for encountered problems to achieve the project goals. If the problems are well-defined and solved in respect of following a procedural course there is no need a decision. These problems can be described as routine. On the other hand, some problems involve some specific decisions and creative thinking. At this point, to reach optimum solution, manager has to determine the priorities.

Decisions are the results of a decision-making process following a logical procedure. Firstly, priorities are fixed and then the problem is defined. Gathering information for analyses would be helpful to clarify the problem. Possible solutions are identified in the light of the analyses. And finally the best choice for the solution is decided and implemented. (Fryer and Fryer, 1997:114-118)

In an organization, decision-maker sometimes is not an individual but a group of individuals. The decision of any individual from the group affects the others. Decision makers interact with each other. If the distribution of power is not clear, this situation generates conflicts among the members of the group. (Morris, 1968: 52)

Clough expresses the reasons for conflicts like that; “The classic problem of conflict arises when what one person sees as consistent with the objectives of his department turns out to be detrimental to the achievement of the entire organization’s goals. Such conflict frequently occurs when departments must share a limited common resource, such as capital funds or computer time. Where departments must coordinate their activities, as when the output of one department is the input to another, conflicts may also be expected to arise.” (Clough, 1963: 14)

3.7.3.3. Communication

Communication is a vital need for effectiveness of organization and project success. In a project organization, coordination and operating the collective reason are so crucial to achieve the project goals. This is possible with a well-established communication network.

Project managers get in touch with people working for the project to announce the decisions and the works what to be done. Effective communication network enables to transfer the information accurately. However, if the communication is not well-established, some portions of the messages can be transmitted to involved individuals. This may cause misunderstanding and misleading. In this respect, communication may be described as a bottleneck (Koçel, 1993: 293)

In small organizations, communication is provided well and more directly because individuals contact each other face to face. However, in large organizations, this is not so possible. A more formal way, that is reporting, is preferred for communication rather than face to face relationships. Thus, the messages are put on record and saved to be misunderstood.

Communication provides feedback which is essential for management control by means of reporting the progress, suggestions, and revising the works according to clarifications of specialist’s knowledge. (Fryer and Fryer, 1997:69-73)

In modern organizations, management encourages the participatory, joint consultation, dispute procedures. This enables to employ the collective reason, inter-subjective agreement and communicative action.

Garnett and Kouzmin emphasize the strategic change in organizational communication in the new millennium and explain the new trends emerging for wealth formation. In their study, one of these new trends is that the internal communication,

which dominated the organization and management theory until the 1960s, will be more direct. (Garnett and Kouzmin,2000:55-65) If it is possible, this will find its reflections on project organizations and thus information flow will be more accurate.

3.7.3.4. Project Management Information System

In a project organization, information is essential for the management. Especially, making good decisions and implementation of them are provided by means of fast and accurate information flow.

Jaafari and Manivong, by regarding the dynamic nature of the project, emphasize the importance of the capability to provide responses to any questions or useful solutions for instantaneous problems. Therefore, they also stress the need for project management information system which is necessary to furnish the information to the individuals employed in the project. According to them, the project information management system as "...a system which supports and facilitates the delivery of any project, particularly those which are complex, subject to uncertainty, and under market, time and money pressures, or otherwise difficult to manage." (Jaafari and Manivong, 1998: 249-265)

Figure 3.9. illustrates a model of an information system in the context of control and information developed by John Tuman.

Cleland states that identifying the problems which may occur should be provided by means of the information system to be avoided or to minimize the impacts of them. And he also explains the objectives of an information system as

"...

- to provide basis to plan
- to monitor
- to do integrated project evaluation
- and to show the relationships among cost, schedule, and technical performance for the entire project and for the strategic direction of the organization." (ibid)

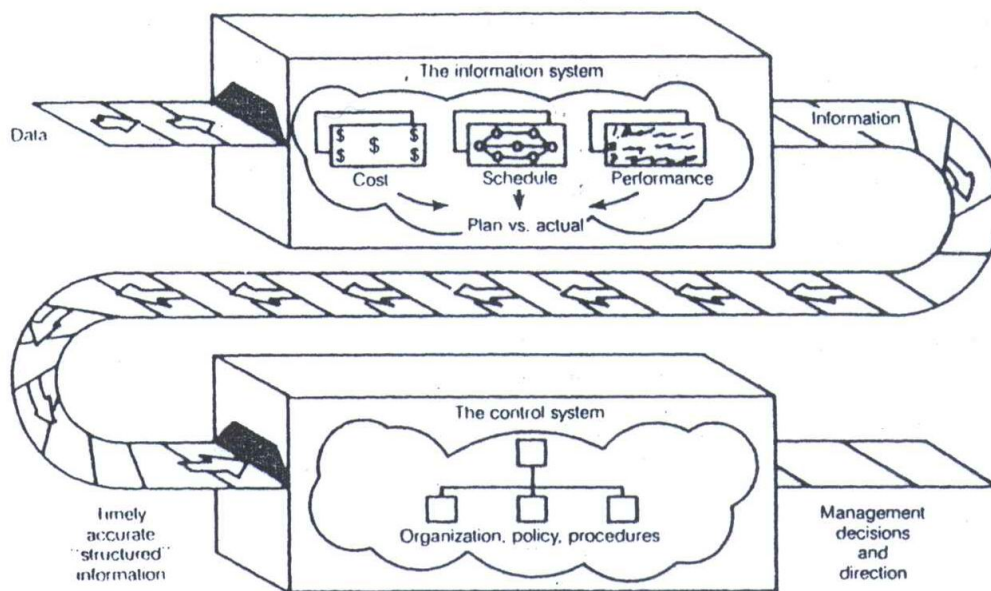


Figure 3.9. Information and Control System (Source: John Tuman Jr., "Development and Implementation of Effective Project Management Information and Control System" in David I. Cleland and William R. King (eds), Project Management Handbook, New York: Van Nostrand Reinhold Co. 1983, p: 499 - conveyed from Cleland, 1995: 268)

3.7.3.6 Risk Management

In decision- making process there can be three situations covering project environment. These are the case of; certainty, risk, and uncertainty.

Certainty, by its meaning, is more understandable. If what to be done in a period of time is specified, it is possible to say that this is a certain situation. On the other side, explaining uncertainty and risk is more confusing. Decisions are mostly made under risk. In these case, decision-maker can be expected to evaluate intuitively or rationally the probable events occurring. Risk puts the calculus of probabilities and quantitative expression looking the past experiences and unfolds the environment of project and helps to predict probabilities to make decisions. As mentioned, past experiences are crucial for predictions of probabilities. However, uncertainty is a situation which has no any reference through the past and so is no possible to obtain any historic data. Therefore, predicting the probable events which will occur would be so hard. (Flanagan and Norman, 1993:22)

Jaafari explains the requirement to resolution of uncertainties and need for a risk management system by emphasizing the attainment of optimal project outcomes to reach the project's strategic goals while describing project management as "means of developing and applying a philosophy and framework plus associated tools and systems which enable evaluation and optimization of the project's strategic objectives. (Jaafari, 2001:89-101)

According to Özta° and Ökmen risk management can be defined as "a systematic controlling procedure of risks that are predicted to be faced in an investment or a project." They also states that "a risk management system should establish an appropriate context; set goals and objectives; identify and analyze risks; influence risk decision-making; and monitor and review risk responses." (Özta° and Ökmen,2004:229-237)

Thevedran and Mavdesley also explain risk management with the words having same meanings and describe as "a continuously monitored integrated formal process for defining objectives, identifying sources of uncertainties, analyzing these uncertainties and formulating managerial responses, to produce an acceptable balance between risk and opportunities." (Thevedran and Mavdesley,2004: 131-137)

In current literature, risk management process includes four steps. These are:

- Risk identification
- Risk analysis
- Risk response
- Risk monitoring

Risk attitude can also be added these stages because it refers to that the decision makers' attitudes will affect the decisions about risk. (Flanagan and Norman, 1993:46)

3.7.3.7. Quality Management

Defining quality is not easy because it is determined by the customer. Quality is based on user satisfaction. Customers expect that products or services must be supplied in a way responding; higher performance requirements, faster product development, higher technology, materials and processes pushed to the limit, lower contractor margins and fewer defects.

ISO 9000 defines the quality as “the totality of feature and characteristics of a product or service that bears on its ability to satisfy stated or implied needs.” (Conveyed from Kerzner, 2001:1083)

Most organizations see quality as a process than a product and believe the necessity of develop quality improvement process. Figure 3.10. illustrates the quality improvement process.

Quality management is as important as the other knowledge areas of project management. While managing the quality, project manager consider and examine the basic components of quality management. These are;

- Quality planning which includes policies, objectives and programs to be applied,
- Quality assurance which includes evaluation of project performance and supply of assurance for desired standards,
- Quality control which includes quality audit, appropriateness to quality standards and measurement of satisfaction.

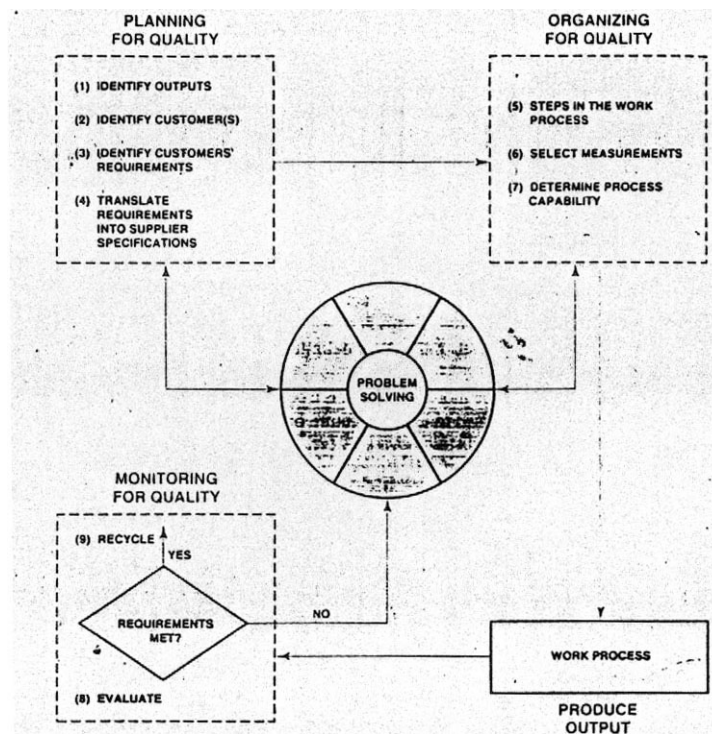


Figure 3.10. The Quality Improvement System (Source: conveyed from Kerzner H., “Project Management- A System Approach to Planning, Scheduling, and Controlling”, New York: John Wiley & Sons, Inc 2001, p: 1086)

Kerzner notes that “customer demands are now being handled using total quality management (TQM). Total quality management is an ever-improving system for integrating various organizational elements, and manufacturing efforts, providing cost-effective products or services that are fully acceptable to the ultimate customer. Externally, TQM is customer oriented and provides for more meaningful customer satisfaction. Internally, TQM reduces production line bottlenecks and operating costs, thus enhancing product quality while improving organizational morale.” (ibid: 1084-1085)

Quality deployment function is a method used for that client’s demands to be reflected on design and final product. It is improved by Yoji Akao in 1966 and used as a design approach to enhance the quality in Kobe’s shipyards. Since then, it is used for product development and quality enhancement. (Günaydın, 2001:17)

Yoji Akao defines the quality deployment function as “converting the consumers’ demands into quality characteristics and developing a design quality for the finished product by systematically deploying the relationships between the demands and characteristics, starting with the quality of each functional component and extending the deployment to the quality of each part and process. The overall quality of the product will be formed through this network of relationships.” (Akao, 1988: 5)

While being established a quality deployment function model, there are some steps that must be followed. These are;

- Listing the customer requirements. (WHATS)
- Listing technical identifiers. (HOWS)
- Establishing a matrix relationship between WHATS and HOWS
- Establishing a matrix relationship among HOWS
- Determining the priorities of customer requirements
- Determining the precedent technical features.

Quality Function Deployment is an independent and unifying process which connects the customer demands, design and product requirements, and participant’s benefits to each other. (Günaydın, 2001:17-18)

3.7. Conclusion

Project management represents systematic ways for solving the problem faced during the project. The main theme of project management tried to be given in this

chapter is the allocation of both human and non-human resources used for project success. In addition, while the process is explained, some characteristics of project management such as being interdisciplinary, coordinative, and communicative...etc. are also tried to be exposed.

Within such dynamic process, many components must be considered together and with interactions and in detail. The reason of project management is employed for exploring the systematic ways of solutions whereas execution of the process or way of management for each project exposes differences due to its specific conditions.

CHAPTER 4

THE PLACE OF PROFESSIONAL PROJECT MANAGEMENT IN URBAN DESIGN PRACTICE

4.1. The Interrelations of Urban Design, Urban Environmental Quality and Project Management in the Context of Urban Management

As mentioned in Chapter 2, urbanization increased due to some reasons after the industrial revolution. The reasons for urbanization are generally categorized as economical, technological, political and socio-psychological factors and in fact, all those are interrelated. Because the necessities of society forced to social structure to evolve in a way that productional relations transformed and technological progress accelerated to support the economical development. The city was in the core of these economical, technological and social transformations and so it was also the place where the surplus was mostly accumulated. This had increased the possibilities of more comfortable lives for people in the city and enhanced the quality of service in time. And therefore people came to live in the city more than before to use these advantages for their own comforts.

However, urbanization has led to some problems in environment and city life. These problems are about sanitary, sheltering, transportation and socio-economical needs. At the same time, rapid urbanization without planning has caused to neglect the quality of built environment. The quality of urban built environment is affected by the factors influencing on the development of cities and these are, as mentioned, political, socio-cultural, economic and technological factors. And according these factors, it is obvious that not only planners and designers but also all actors have influences in shaping more livable environment. And therefore, it is important to direct the efforts by means of mass media and civil organizations. (Koç, 1998: 135-136)

Especially after the World War II, reconstruction of the cities, construction of new towns and clearance of slums remained from industrial city brought urban design to the city planner's and architect's agenda. As mentioned in Chapter 2, supporting Günay's opinion and Tekeli, urban design should be employed in a way helping to

extend the interventions of city planning with three dimensional and detailed design of city.

Today, with globalization, industrial zones have moved out the city and inner city is being the center of social, cultural and financial activities. It means that service activities get more significant. This entails the visual quality of built environment. In addition, social and cultural sensitiveness involves creating socio-spatial quality. Life quality interacts with the quality of built environment and social structure and sensitiveness of a higher quality life style appears as a cultural requirement.

Dostođlu, in the conclusion of her study called as “ *Kentsel Gelişme Sürecinde Kentsel ve Mimari Mekan Kalitesinin Deđiřimi- Bursa ve Philadelphia Örnekleri* ” (*The Transformation of Urban and Architectural Quality in the Process of Urban Development- Bursa and Philadelphia Examples*), emphasizes that “...the quality of urban and architectural spaces undergo transformations according to the characteristics of the user and designer groups. In order to upgrade the life quality in a city, it is necessary to realize that a city is a living organism. Another conclusion to be reached as a result of this study is that the formation of qualified environments requires an evaluation of socio-cultural as well as physical qualities. (Dostođlu,1996:163-175)

Parfect and Power, while presenting perspective on urban quality, defines urban design as planned evolution “... - that is, the use of physical planning and design skills combined with a study of socio-economic factors to achieve the necessary change in urban forms in an evolutionary manner via:

- sympathetic continuation of the existing street/building format or
- radical departure from that pattern where necessitate, more usually as an adjunct to retained historic forms, occasionally replacing them entirely or
- ‘total’ planned new settlements (whose roots go back to earliest times), the need for which arises periodically where town extensions are not the answer.” (Parfect and Power,1997:156)

It is seen that Parfect and Power present ‘urban design’ as a tool of evolution in urban built environment which have a progressive role to enhance the urban environmental quality. If so, it would be acceptable to say that the problem about quality of built environment can be acknowledged a part of urban development issues and should be assessed extensively in the context of urban management.

Chakrabarty, who concentrates his studies on urban management, claims that “urban professionals can make significant improvement to the environment by adopting

an integrated management approach, in order to resolve the conflicting interests of multiple-stakeholders and achieve equity, while keeping in view urban dynamics and uncertainties.” (Chakrabarty, 2001: 331-345) Figure 4.1 illustrates the context of urban development / operations management.

Chakrabarty, in addition, also states that five managerial functions -planning, organizing, staffing (motivation), leading (direction) and controlling- around which management knowledge is generally organized, is equally applicable in urban sectors in which people from many different fields have to work each other and in coordination. Urban organizations require integration of the activities and this is much more difficult than business management and, so, also requires a separate body of knowledge. (Chakrabarty, 2001: 331-345)

Patrick McAuslan, who was working in Urban Management Programme (UMP) of United Nations Center for Human Settlements (UNCHS) (Habitat) in the period of 1990-93, explains the nature of Urban Management Programme (UMP) as follows:

“The Urban Management Programme (UMP) is a long-term global technical co-operation programme designed to strengthen the contribution that towns and cities in developing countries make towards economic growth, social development, the reduction of poverty and the improvement of environmental quality.” (McAuslan, 1997:1705)

He also informs about UMP’s study fields while working through the regional offices and networks in developing countries;

- Urban Land Management
- Urban Infrastructure Management
- Municipal Finance and Administration
- Urban Environmental Management
- Urban Poverty Alleviation. (ibid:1706)

These concern areas are also included in the field of urban design. If deducted some clues, in the name of urban design, from the McAuslan’s explanations and Figure 4.1 illustrated above the context can also be adopted urban design process because it is formed in such context. In this respect, it would be possible to say that urban design process is a part of urban management process.

He recommends that the achievement of producing qualified built environment requires not only reorganization of construction processes but also changes in political habits, improvement of life culture and rearrangement of management structure. (Tekeli, 1996:68)

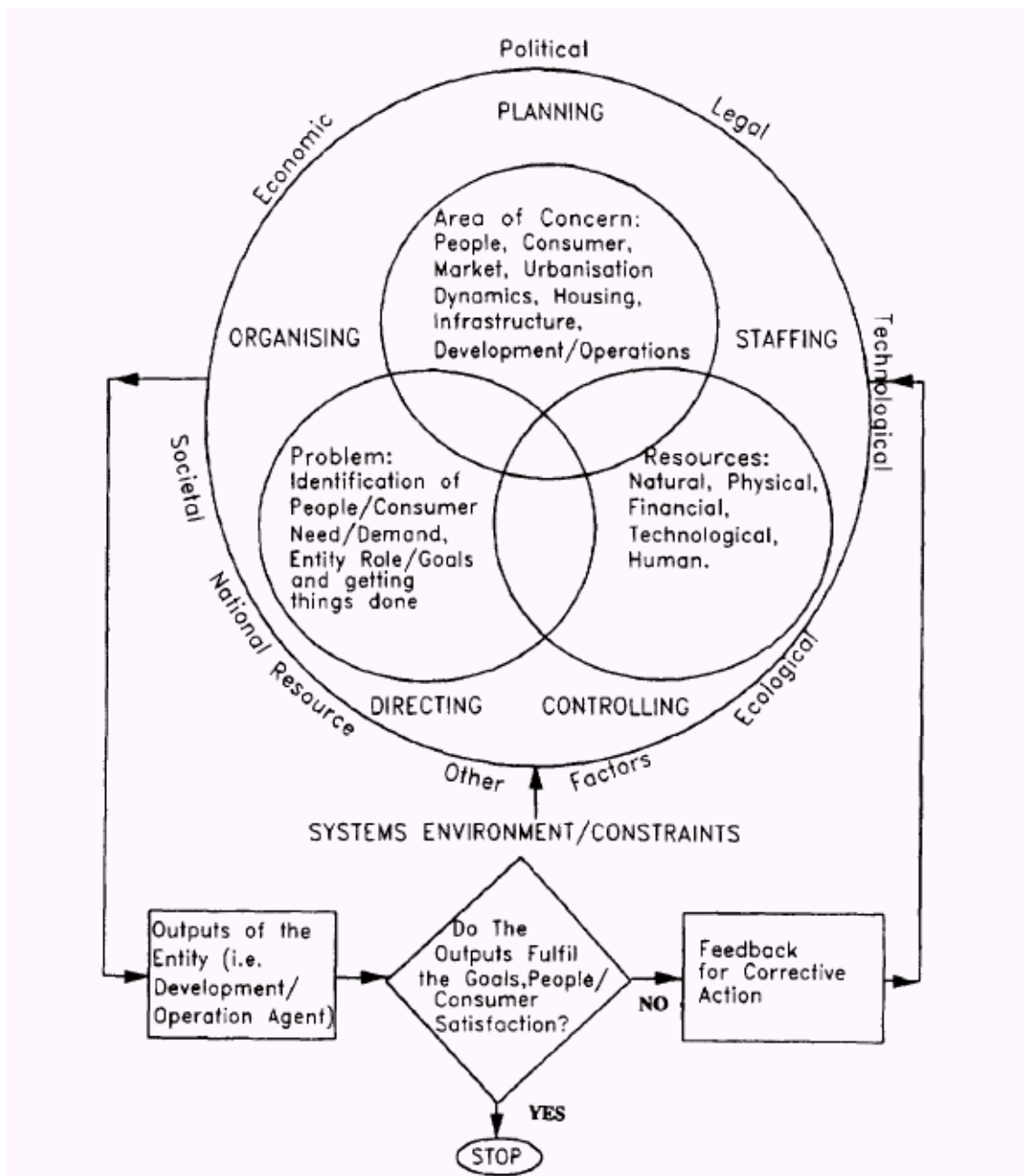


Figure 4.1. Integrated development / operations management (Source : Chakrabarty B.K. , “Urban Management and Optimizing Urban Development Models”. Habitat Int’l, Vol: 22, No: 4, 1998, p: 503-522)

He points out such an attempt that reforms the society and makes communicative rationality internal. This, on the one side, triggers the manner of more democratic participatory in management and, on the other side, generates a conscious extension that provides to see all problems in a broader window.

If required to summarize, urban design with its progressive role in the evolution of urban built environment, naturally undertakes the enhancement of urban quality. Urban management refers to a total comprehension to improve the quality of urban life and urban design can be accepted as an instrument to realize this.

The other aspect of urban quality is about how it can be reflected to physical environment. As known, it is possible to develop projects on where we upgrade the quality or develop qualified and new settlements. Project management is the adoption of scientific management methods in projects and employed to provide efficient use of resources and obtain higher qualified product because project management is also responsible to supply total quality in a project.

The interrelation of urban design, project management and urban environmental quality is established in such a way that if urban design is used as a smart apparatus of well-employed urban management system, attainment of urban environment quality is much more suitable by means of preparing urban design projects and managing them according to scientific management methods.

4.2. Project Management in Western Countries' Urban Design Practice

When the Western cities are watched, it is mostly possible to see an extensive systematic problem solving approach. This can be related with the excess of experiences in urban problems.

One of the critical points in approach to urban problems is to employ the collective reason and improve policies. This can be evaluated as the reflections of rationality evolved from instrumental to communicative on social life.

Nalbantođlu, by conveying Couch, emphasizes four critical points for realizing the urban renewal projects. These are;

1. Does the organization which carries out the project, have the legal basis for the realization of the project.
2. Is adequate resources concerning project financing available?
3. Are there political and public supports behind the project?

4. Are there adequate organizational structure and capacity to realize the project?
(Nalbantođlu, 2003: 244-250)

These questions can be accepted for all urban projects. As known, they refer to project management principles. In this respect, the importance of project management would be understood very well for such projects.

It is clear that the level of utilizing project management is higher than a developing country like Turkey even if considered where the concept of project management has appeared.

4.2.1. Legal Aspect in the Western Cities Urban Design Practice

Cities are the fields of conflicts among interest groups and rather complex relations. The major issue about plans and urban projects is about land ownership. Therefore, there are some laws to regulate the rights concerning it. A legal base provided for urban design projects in addition to existing laws is an indispensable need. Western cities are rather experienced in urban design applications and, naturally, sensitive to provide legal base for the actions directed in the light of the project.

For example; when the case of Chicago experienced from 1948 to the end of 1960s, as a urban redevelopment project, is investigated, this can be showed that urban development was accepted as a “national action” in the light of the 1949 Federal Housing Act which gives some opportunities to local governments to utilize federal supports for the clearance of slums and construction of low hired houses. (Meltzer, 1953: 23)

4.2.2. Political and Public Supports

Legal base is one of the signs of political support. For obtaining political support, cooperation between local government and central government is very important because a possible chaos which can occur due to power cause to spend the energy for political support to the different issues. Experiences show that western cities try to solve such urban problems by means of making extensive policies.

On the other side, participation, more democratic project process bright public support. It can be said civil organizations, city councils, the chambers of professions actively participate in the process.

By the way, it would be meaningful to emphasize that reaching such understanding for political and public support did not suddenly exist. This is a result of evolutionary process of the experiences and emerges many complex power struggles.

Derek Senior explains the struggles in England's plan-making experience in the 1990s through the revision to the planning system ongoing since 1947 and could not respond to requirements of city at the end of 1980s. At that time, structure plans were not abolished and local governments were given powers to adopt them themselves rather than submit to the centre for approval. Thus, local authority was covered with more power to improve development plans. However, some unseen consequences occurred depending on the roles of central government and local government. (Senior, 1995:292-297) Therefore, the process should be evaluated with the thoughts of progress to the better.

4.2.3. Organizational Structures and Capacity to Manage the Urban Design Projects and Project Financing

Organization is a critical point to manage urban design project successfully. Urban design process involves many complex issues. Depending on this, many different actors such as municipalities, professionals, land owners, land developers take roles through the process. To conciliate all interest groups, a capable organizational structure is required. Urban design is depicted as an interdisciplinary activity. This organization is also indispensable to coordinate all professionals taking place through the process. Municipalities, as the major actors of urban design process, undertake the duty of establishing organization in the name of the public by regarding public interest.

On the other hand, project financing is a rather important issue. Because; for a lender, cash flow from the project and return of its investments are the main criteria. Urban design activity can not wholly be considered as commercial one. In urban design, practice, some expenditure is compensated regarding public interest. This will not be harmonious with lenders' aims. Therefore, the project is required to find such a project financing model that a balanced solution can be possible between public interest and lenders' profits.

Western cities have successful experiences about organizational issues project financing. Mostly, such problems are removed with public and private partnership. For example; The 1949 New York State Redevelopment Companies Act, owing to public

private partnership, aims to redevelop ruined areas through constructing new houses. This is important to see that application of urban design activities can be supported with laws which enable to establish such organizational structure. (Meltzer, 1953: 12)

Now, the cases from America and England are presented as the West's experiences because both countries have the characteristics of western city. When urban design project management is in question, they would represent the western city.

4.2.4. America-Chicago

The case of Chicago is presented here in the context of urban redevelopment program which put into force from 1948 to the end of 1960s. In America, urban redevelopment program began to apply since 1930s for the purpose of providing more job opportunities owing to slum clearance and constructing new houses. America has important experiences about such urban design projects. It is possible to see some institutions in America which are in the level of country, state and local. These are helpful to provide a legal base for any project or establish an organizational structure for project management.

In 1947, Chicago City and Illinois State formally accepted the importance of redevelopment which is the preparation phase of slum clearance. For this project, Chicago could get 3, 33 million \$ in accordance with State Laws and, in addition to this, 10 million \$ for slum clearance. Responsively, the city put forward bonds priced at 15 million \$ for slum clearance and 15 million \$ for constructing new houses. There were three types of projects which entail urban redevelopment activity;

1. Redevelopment and housing projects belonging to the public which are executed by Chicago Slum Clearance Commission and Chicago House Office
2. Public Projects such as main roads, Chicago Medical Center, Chicago Park Area, Education Assembly programs which are not about housing projects.
3. the Projects belonging to private sector such as Illinois Institute of Technology and Michael Reese Hospital

Managerial activities are undertaken by Chicago Slum Clearance Commission, Chicago House Office, and Redevelopment Coordinatorship.

Accepted precedence system was that in accordance with the 1947 State Acts, displaced families who had sufficient income and fit the sought conditions are deserved to be replaced firstly by the time replacement projects prepared by House Office. Depending on this project, large and small many projects were realized.

4.2.5. England-Manchester

Evolution of the city is shaped according to applied urban policies. Decline of the inner city is the result of applied urban policies in the late Modernist era. Population movements from inner city to the outer were the signs of change in preferences together with the changes of economical and social structure. Inner city areas and residents' problems were not reduced in time. Williams, in his study called as "*Partnership in Urban Regeneration- The Case of Britain's City Challenge Initiatives*", attracts the attentions to "...the urgent needs for viable policy alternatives to address this situation, and find a new focus for urban regeneration." (Williams, 1994:62)

He also expresses the framework for urban policy by unfolding regeneration context touching on urban policy prescriptions' themes in 1980s. The themes were mostly about economical and governmental pattern, and their impacts on urban life. In addition to this, he emphasizes the increasing attention paid to the role of interests operating at local level and partnerships such as 'urban growth coalitions', 'local corporatism', 'public- private partnerships' provided the means for innovative central and local government strategies.

Why partnership model was revised and transformed can be explained in his these words;

"The change of government leadership and the current recession has moderated this harsh rhetoric over the last few years however, with the concept of partnership being remodelled pragmatically, in order to favour cooperation where it can lever in additional private investment, and enable the effective coordination of service provision. Such partnerships are not simply about replacing public by private sector management, but essentially a fusion of public resources (policy / programme strategies, and grant aid) and private expertise (investment strategies and market perspective). Such an approach is evident in the most important policy initiatives introduced by the present government over the past three years, namely City Challenge, English Partnerships, Single Regeneration Budget" (ibid: 64)

City Challenge is a major extension of England's inner city policy which was announced in May 1991. It aims to use resources in a strategic manner, to provide a systematic framework for achieving an integrated approach. Procedural and organizational details have been formulated through government guidance and biddings. These advices and bids are embodied in Action Plans which are the key management documents of such activities which enable to review the planning process and monitor the achievement independently. Depending on action plans, procedures for financial management of resources and annual review statements are set out by financial management guidance.

City Challenge was experienced in Manchester-Hulme City. In this scope, the Action Plan of Hulme City identifies seven strategic objectives. In addition, it also involves specific operational activities for providing the integration social, political and economical life. Management and delivery systems were structured by the City Council to promote participation, coordination, independent monitoring and clear local authority enabling to minimize the bureaucracy. Local residents, public and private sector agencies, and regional office of the DOE extensively consulted with each other for this reason.

Williams emphasizes the importance of four institutional entities which takes place in the programme definition and delivery. These are;

- The Hulme Economic Assembly – will create opportunities for cooperation between 'key' economic agencies in the Hulme are, agree a targeted and co-ordinated approach to funding and investment in economic programmes to be delivered by agencies represented on the Assembly.
- The Hulme Social and Community Forum – will coordinate the various organizations, including voluntary agencies, the city Council, local residents, central government bodies, churches, health and other interest groups to develop integrated programmes which address the special needs of the community including service delivery, and to oversee the implementation of programmes by agencies represented on the Forum.
- The Hulme Community Homes Ltd. - will provide the focus for agreeing strategy relating to the development and management of new social housing, the retained Council housing stock, and will oversee the development of new social housing to be undertaken by housing associations.

- Hulme Regeneration Ltd. – will be responsible for coordinating the production of Annual Plans and Programmes, including the development and refinement of land use strategy, the production of design brief for consultation, marketing and promoting non-housing association development including the procurement of resources (financial and other) to deliver them. Hulme Regeneration Ltd. Will not operate for development profit and will nominate developers for non-housing association development, following appropriate market testing, to the Council.
- The Hulme Sub- Committee – will act for and on behalf of the Council on all matters associated with the Hulme area, and will be the body accountable for the Annual Regeneration Plan and Programmes.

Figure 4.2 displays the institutional entities communicatively working for Hulme City Challenge activity and interrelation of these entities in a partnership. As seen below, urban design activities are carried out in a rather systematic manner.

4.3. Project Management in Turkey's Urban Design Practice

Urbanization in Turkey differs from the Western cities' evolution process because of differences of cultural, political and economical structures of societies. The effects of industrialization were lately felt in Turkish towns. As a result of this, the perception and insight of urban design, especially and specifically as urban renewal process, are different from Western views.

Even if the reason of modernism was based on from above rationality approach known as instrumental, it was possible to mention an effort for efficiency, usefulness, optimization, etc. Today, communicative rationality is current as a more satisfying approach for a broader consensus to solve the problems. Experiences show that traditional relation patterns are still present, from above forcing of institutions is still current method for managing any activity and, therefore, there is no sensitivity to use the resources efficiently in Turkey.

It is also possible to see this situation in urban design applications. If urban design practice is considered in a wide fan which involves outdoor space design, land development projects, recreational activity centers, urban renewal projects, shopping

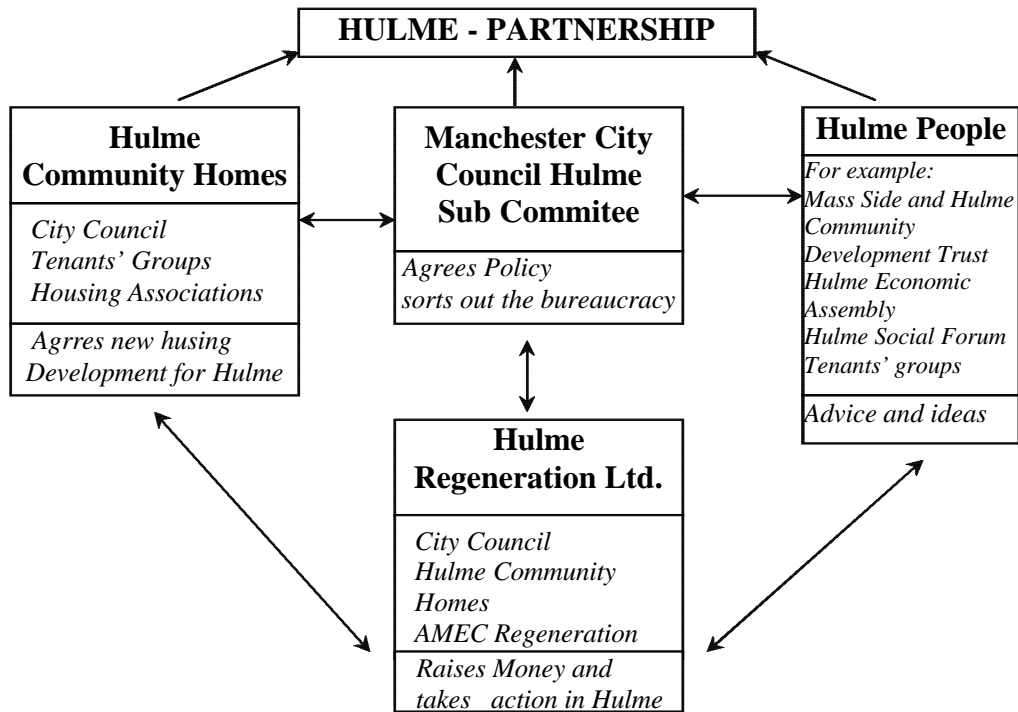


Figure 4.2. The Delivery Mechanism of Hulme City Challenge (Source : Williams, G., “Partnership in Urban Regeneration- The Case of Britain’s City Challenge Initiatives”, “Planning For a Broader Europe” Vol I. Association of European Schools of Planning <AESOP> - 8th Congress, Proceedings, Ýstanbul: YTU the Faculty of Architecture 1995 p: 72)

centers, transportation network, ...etc. ongoing managerial attitudes do not enable to carry out all these activities satisfactorily.

4.3.1. Legal Aspect of Urban Design Projects

As mentioned in Chapter 2, urban design is a rather new term which has discussed by city planners, architects and other related professionals. Turkey, as a developing country whose urbanization process differs from the Western countries, follows the discussions from the back. Therefore, legal base for urban design and institutional frame can not be constituted still. The current laws and regulations for the improvement of built up environment do not include any judgment or expression. This shows that experts and legislatives do not pay attention to urban design theoretically and practically whilst making legal regulations. (Bala, 1999:93) Consequently, urban design practice is deprived of institutional framework and legal base and therefore, power to implement such project successfully does not reach adequate level.

4.3.2. Political and Public Supports

Lack of legal and institutional frame constrains to develop a set of urban design policies. Moreover, not making any legal regulation about urban design shows that political support is not provided yet.

On the hand, the Turkish public has no some features of democracy culture yet. The conscious of citizenship has not improved because of delayed industrial and economic development and, depending on this, the speed of urbanization. People are not aware of their own rights and therefore, participating to the public life is not enough. Enthusiasm to develop solutions for urban problems or ways for beautification of the city does not appear as an indispensable need. However, some hopeful events can also occur. For example; six-band expressway project for the coastline of Ýzmir was not applied because political and public supports were not attained enough. Moreover, a wide public opinion contrarily arisen. This shows how public support is important for a project.

Recently, with many legal regulations in the frame of accommodation to European Union, there are some efforts for providing that the power will slide from the central government to the local government by means of the law concerning the local

governments. Altaban and Duyguluer criticize the law in a way that the concept of public service will change and the content of public interest concept will get meaningless. They stress that whereas local governments will have such important duties with this law, the organizations and specializations which are so related with planning system are ignored. Such radical changes proposed in the law has some risks that existing form of local governments can transform an incremental and extremely flexible one in which market actors are effective instead realizing the services in a sense of public interest. (Altaban and Duyguluer, 2004:21)

Although these regulations can be criticized with many aspects this shows that cities will be more active. Especially, some civil organizations such as the chambers of professions, environmental associations, Local Agenda 21...etc. provide public participation. Thus, sanctions for making policies and providing political support and interactions among town-dwellers for attainment of public support would be possible and a more democratic- participatory structure can be established.

4.3.3. Organizational Structures and Capacity to Manage the Urban Design Projects and Project Financing

In Turkey's urban design practice, municipalities, like other countries' experiences, have major role in such project organizations because of their responsibility to upgrade urban quality, service skills and beautify the city. Therefore, they direct such activities in the name of public. Civil organizations as the tools of participation are very poor in Turkey.

The outdoor space design projects such as parks, streets and squares...etc. are realized by adjudicating to the contractors and in the regard of related technical units of the municipalities. Municipality provides the finance in the scope of supplying service to the public.

Land development projects are supported with many ways such as encouragement of cooperatives in the leadership of municipality, provision of easiness for land developers, independent cooperatives or land developers' own efforts ...etc. However, these projects are generally assessed with profitability and without user satisfaction.

For big projects, known as macro scale urban design projects in the literature, such as urban renewal projects, urban transformation projects, recreational parks,

conservation of historical heritages, etc., after deciding to introduce it, they mostly assign the related association or establish new one to organize and manage the projects. For example; Aegean City Planning Directorate (Ege Şehir Planlama Müdürlüğü) which undertakes the duties of organizing, directing, and controlling of İzmir Universiade 2005 Project and Metropol Ymar A.Ş. which undertakes the same duties for Dikmen Valley Project are such organizations. These organizations provide coordination among the units of projects, controlling and directing the project. To decrease the load of municipality, alternative financing model can be developed in a way that provides the participation of people in a partnership.

In addition to this, whilst announcing new strategies for global vision of Istanbul and, in this scope, the urban transformation projects for enhancement of urban quality, Altun who is the manager of Urban Transformation Department in the Greater Municipality of İstanbul states that limited resources, overcrowded population and negative urban development are the common characteristics of developing countries and because of this, internal dynamics do not enable to compensate urban development and transformation. In addition to this, globalization, new trends in the strategic planning, and the claim of being a worldwide known city generates the needs for external dynamics. For the purpose of attracting these dynamics, the potentials and the mechanisms to be used must be well defined.

4.3.4. Case Study – Dikmen Valley Project

Dikmen Valley Project is one of the first and most extensive projects. First and second stage of the project was completed up to now. Many authorities accept that the project has been successful in these stages. However, in the third stage, some troubles are frequently mentioned troubles are about lack of participation, speculations turning around the urban land and that while trying to accelerate project return, in the name of public interest, the municipalities have remembered the project goals including the promises to enhance urban environmental quality and the quality of life.

Nalbantođlu informs that the Greater Municipality of Ankara and eight district municipalities have jointly established a company called as Metropol Ymar A.Ş. for application and consultancy services of the project. The first and second stages of the project have been completed and the third stage is still carried out by Metropol Ymar A.Ş. After the elections for local government in 1994, the duty change in local

government causes that some basic differences emerge. The decisions about the qualification of the houses to be given the right owners were jointly made with participation of competents from municipality and Metropol Ýmar A.Đ. and the presidents of cooperatives. However, participatory decision committees have lost their functions after the change of competents of municipality. However, in such projects, public participation is very important to achieve project success satisfactorily.

On the other side, increase of land price is one of the reasons for supporting such projects. The new authorities of the Greater City Municipality of Ankara expected to regard the public interest, have chosen the way of exploiting the speculative increase of land prices by increasing the density of building development area. (Nalbantođlu, 2003: 244-250)

It is clear that Dikmen Valley Project is totally very expensive. And the municipality may have preferred this for providing the return of project and decrease of public load. However, when such expenditures are considered in the social costs and public interest, finding a balanced solution would not be so hard without either spoiling the done or creating non-qualified urban environment.

New financing models developed by the public which provides the project can finance itself with crosswise financing model, as in Dikmen Valley Project, is very important to prevent the exploitations for the future of such renewal projects considered to be realized in the future. (ibid)

As seen above, project management process in Turkey's urban design practice is so trouble. The causes of this can be assessed in a wide fan which involves the process of social progress, culture, managerial habits, and lack of knowledge about urban design and project management.

4.4. Conclusion

In this chapter, firstly, the importance of project management in urban design projects is tried to be given for achieving the project successfully and obtaining urban environmental quality. As known, quality and successful project completion are the major principles of project management. When this is adopted in the field of urban design, it would be possible to say that 'the projects to enhance urban environmental quality must be supported with effective project management.'

Secondly, by comparing the condition of urban design project management in Turkey and abroad, a general view of project management in urban design practice is tried to be drawn. It is clear that the western cities' experiences can guide to Turkey for management of urban design projects, and be taken as model with their policies, institutional entities, organizational structure, and financial management approach.

The following chapter includes an investigation which tries to explore the factors constraining the development of professional project management in Turkey's urban design practice.

CHAPTER 5

FACTORS CONSTRAINING THE DEVELOPMENT OF PROFESSIONAL PROJECT MANAGEMENT IN TURKEY'S URBAN DESIGN PRACTICE

5.1. Introduction

This chapter involves an investigation of the problem about project management in Turkey's urban design practice over which the reader's interest is wanted to be attracted. Firstly, research methodology is being announced through the introduction of content of interview, profiles of the respondents, Delphi method, and the test for analyzing the results of questionnaire. After this, the results of survey and the evaluations are being compiled and declared.

5.2. Research Methodology

In this chapter, to explore the factors pointed out by this study, a two-stage way is followed. What to be done is demonstrated in Figure 5.1. According to this, the problem includes two interdependent questions;

- Is there a problem about the development of project management Turkey's urban design practice?
- What are the factors constraining the development of project management in this field?

In the first stage, with literature review and expert opinions, the answers of these questions are sought and the picture of professional project management in Turkey's urban design practice is tried to be drawn. Some questions were prepared to ask the experts in this stage. The questions were structured to reveal firstly; respondent experts' experiences and their carriers secondly; evaluation of the condition of urban design process and practice in Turkey and finally; the project managerial problems seen in urban design practice and the factors constraining the development of professional urban design project management (Appendix – A).

In the second stage, three questionnaires were designed for understanding the condition of project management in urban design practice through Questionnaire – A (Appendix – B), and measuring the effect degree of constraint factors which affect the development of professional project management in urban design practice through Questionnaire – B and C (Appendix – C and D). Questionnaire – B and C were designed in the light of interviews and literature review.

5.2.1. Interviews

As seen in Appendix A, some questions aiming to reveal the condition of professional project management in urban design practice and factors constraining the development of project management in this field were prepared to ask the experts. In these questions, first three are asked for identification of respondents and learning their experiences. From 4th question to 7th one, it is aimed to get the reader to comprehend the urban design practice in Turkey from the views of experts. And from 7th to 10th one, it is tried to explore the condition of project management in Turkey's urban design practice and what constrains the development of professional project management in this field. The last two questions are asked for finding out the legal and other external factors.

5.2.2. The Profiles of the Respondents

The respondents were selected from academicians, experienced professionals and officials working for the municipalities due to that they are the most important actors of urban design practice who have technical intellectual background. To interview and ask the questionnaires, some criteria were constituted. Respondent academicians from 5 distinguished universities, which are, Istanbul Technical University, Mimar Sinan University, Yıldız Technical University, Dokuz Eylül University, Süleyman Demirel University should have professorship or associate professorship. Respondent officials should have worked for no less than 5 years in any department of municipalities dealing with urban design projects. And respondent professionals should have also worked in the field of urban design for no less than 5 years.

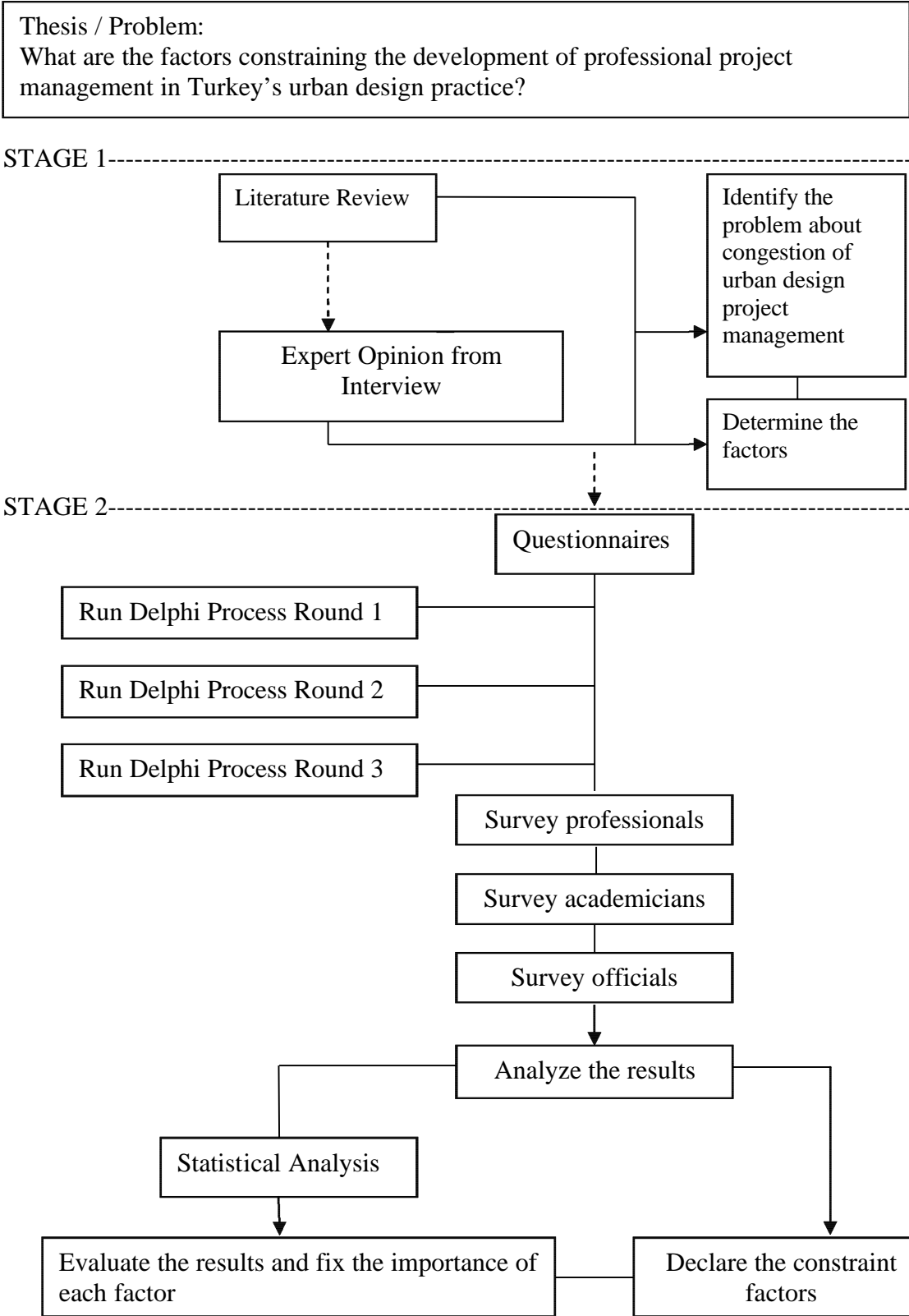


Figure 5.1. Research Methodology

Istanbul is the most important and world wide-known famous city in Turkey. It is a financial center and has cultural, historical and natural values. The socio-spatial and visual qualities of the city would get important. To realize this, urban design projects can find chances to be practiced more than other cities. Moreover, in the Greater City Municipality of Istanbul, it is seen that urban design have gained an institutional identity and been embodied with the Directorship of Urban Design (Kentsel Tasarım Müdürlüğü) and the Directorship of Urban Transformation (Kentsel Dönüşüm Müdürlüğü) And in the Municipality of Kadıköy, urban design projects are tried to be developed in the Department of Research - Planning and Coordination (Araştırma-Planlama ve Koordinasyon –APK- Müdürlüğü). For this reason, most of the respondents are especially selected from Istanbul.

5.2.3. Delphi Process

The Delphi Technique is a method used for revealing the judgments on a specific issue by means of a set of carefully designed questionnaires. The technique is based upon a designed process through which a group of experts are solicited to get their judgments. And, then, their judgments are compiled and collated for production of knowledge about the issue. The questionnaires are interspersed with simple information and feedback of opinions emerging from previous responses. The questionnaires asked in a round are built upon responses to questionnaires asked in previous round. And when the responses are close to each other, it shows the consensus. At that point, the process is stopped. (Günaydın, 1996 :73-74)

The Delphi Process was operated in this study after experts' opinions had been reported. In the light of literature review and expert opinions two type questionnaires are presented to these experts to grade each factors in a scale from "1" to "5". Questionnaire –B, which is presented in Appendix C, includes the constraining factors about present project management approach and Questionnaire-C, which is presented in Appendix D, includes the constraining factors about urban design process and user satisfaction.

5.2.4. Statistical Analysis

Statistical analysis provides a proved base to understand the problem accurately and interpret the results. In this study, Spearman test, as a special case of Pearson test, is used to measure the interrelation of each group's responses.

This test is appropriate for obtaining a measure degree of relation between two variables. The variables must be measured in an ordinal scale of measurement. Christensen and Stoup explains the condition of using Spearman with such words; "Within the social and behavioral sciences, many variables such as humor, beauty, performance, leadership ability, and social or emotional maturity are rather abstract. Such qualities are rather hard to evaluate quantitatively, and at times, the best you can do is to rank order the characteristics from the first to last or best to worst. At other times it may even be advisable to reduce an intervally scaled variable to a rank order." (Christensen and Stoup, 1986: 168) At this point, the critical point is that if the range numbers of some of the responses are the same, the average of the range numbers which occurs in the case of being different from each other will be given as the range number of mentioned responses. And the following range numbers for other responses are started considering the responses having same range number as if they are different from each other and ranked order according to this.

For example; three of the responses to a questionnaire have the same value and must be ranked order with the same range number, "3", the responses are accepted as if they are different from each other and re-ordered with different range number, that is "3", "4", "5". The average of the range numbers are calculated and given mentioned responses as range number which is "4". The following responses to be ranked order subsequently are started with "6". (Ykiz, Püskülcü and Eren, 1996: 350)

The formula for computing Spearman r is

$$r_s = 1 - \frac{6 \sum D^2}{N(N^2 - 1)}$$

r_s = correlation coefficient between the rank orders

D = difference between the rankings

N = Number of pairs of ranking

Interpretation of Spearman r is same with Pearson r . Christensen and Stoup states the interpretation of Pearson r as following;

“...a Pearson r of $\pm 1,00$ means that two variables are perfectly correlated, and a Pearson r of $0,00$ means that the two variables are not all linearly related. However, what about Pearson r 's between $0,00$ and $\pm 1,00$? To interpret a specific value of Pearson r , we must square r or compute Pearson r^2 (r^2 refers to the proportion of explained variance)” (Christensen and Stoup, 1986: 131)

Christensen and Stoup also emphasize that “... when the N is rather small, less than 30, Spearman r is a faster procedure to use since it gives the same results when there are no tied ranks.” (ibid: 169)

5.3. Findings of the Survey

5.3.1. Expert Opinions Emerging from Interviews

In this stage of the investigation, the aims, as mentioned before, are to fix the condition of project management in Turkey's urban design practice and explore the factors constraining the development of professional project management that appear in experts' minds. The opinions mentioned by four academicians from different distinguished universities, four officials with different duties from different departments of different municipalities, and four professionals who take place in urban design projects are presented here.

5.3.1.1. Academicians

Assoc. Prof. Gülşen Özyaydın, who is the chief of Urban Design Program in Mimar Sinan University Faculty of Architecture Department of City and Regional Planning, states that urban design is a considerable scale for cities, however, there is no agreement on what it is, yet. It must be such a design approach which is susceptible to space and supports planning discipline well. The transition from 1/1000 scale to 1/100 scale is required to be installed very well and with the sense of integrating the cultural, social, geographical characteristics of area in a good design approach.

She, in addition, stresses that in urban design process, local governments are primary actors guiding the process. Despite local and central governments have

authority about legislation, the body of current law is not sufficient yet. It should be prepared to draw a framework for determining urban policies, with the sense of keeping territorial characteristics. In addition to this, to minimize the bureaucracy and increase the coordination skills, a clear transparent organizational structure should direct urban design activities.

She also describes that project management is not embodied in urban design practice as an institutional entity and systematic approach. Project management functions are fulfilled in a manner which is traditional and non-scientific. Urban design projects are far from an integrated approach and taken up as an injection of solution to a specific point of city. However, there is a need for seeing the issue extensively.

Prof. Güzin Konuk, who is a lecturer in Mimar Sinan University Faculty of Architecture Department of City and Regional Planning, sees urban design as a bridge between planning and architecture and a discipline integrating these two professions, producing solutions for urban physical space. Besides, she emphasizes that it would not be correct to evaluate urban design projects as big projects for cities. In 1970s, this sense was quite widespread. After plans were made, urban design project areas were being determined and the projects were being done. However, then, the sense of employing urban design together with planning discipline arose and developed as current approach. And today, urban design has a function guiding planning activity because of its effects which determine urban life quality. Therefore, instead of seeing urban design as big projects for cities, it must be considered as the task of coordinating an urban system. This causes the appearance of different dimensions with different actors' expectations. Urban design can set up the framework for action plan and thus, determine the strategies, identify the components of the project, provide the coordination and cooperation. If it is thought in this respect, it is possible to say that urban design is a part of urban management system.

Konuk shows the case of New York, Better Park City Project as an example with the aspect of project management and say that after planning and determining the zones of project, establishment of public and private partnership, improvement of socio-cultural structure of project area, regarding public interest, provision of the resources, and how these issue can be bargained clearly were the main subjects of project management team to be dealt with.

She, in addition, stresses that urban design reveals a value, with a sense which is expected to include economical, social, and ecological components to the environment

wholly. In this context, Gökkafes Project is a negative practice because social dimension was failed as a result of neglecting public interest, city silhouette, and sensitivity concerning conservation of the natural and historic values.

Besides she adds that today one of the determinants of contemporaneity is participation. Therefore, whilst determining the problems of the city, organizing workshop activities, and, owing to this, evaluating the alternatives is very important to provide participation. European Union measures the performance of local governments looking at their organizing capacity. It is important to use resources efficiently and reach sustainable cities. For example, in Istanbul, There are four institutional entity dealing with urban design project in the municipality. These are the Presidency of Projects Office, the Directorship of Investment Planning, the Directorship of Urban Transformation, and the Directorship of Urban Design. They are all far from coordination, cooperation and improving the sense of participation. Therefore, saying that professional project management exists in our urban design practice is so hard. Traditional managerial habits are carried on. As a proof for this, Fener-Balad Project was given a French company because the contract of project stipulates the contractors to have experience in this field at least 5 years. Turkish companies could not undertake the project because of their insufficiencies. On the other side, if considered, the best practice of Turkey concerning the management of urban design projects is Dikmen Valley Project which have been considered with many aspects.

Assoc. Prof. Ziya Gencel, who is a lecturer in Suleyman Demirel University Faculty of Engineering and Architecture Department of City and Regional Planning, in addition to other academicians' opinions, expresses that due to economical and political atmosphere, Turkish towns' reconstruction is an inevitable phenomenon to be confronted. In this respect, law draft concerning "urban transformation" is in the agenda and being discussed. However, it does not bright more detailed extensions to the body of current law of construction. There is a need for a frame law enabling to prepare detailed 'urban design guidelines' which shape urban development and transformation, regarding the social dimension.

According to him, the troubles confronted in management of urban design projects are caused two main issue; political and economical capability. Depending on this, many problems can occur such as legal issues to be solved regarding the appropriateness of project goals to the public policies, the problems concerning the

supply of infrastructure by either public or private sector, and the problems concerning the acceptance of urban design and its guidances as public policy.

Besides, he explains his witness to project management as an institutional entity in the implementation of Sheffield Urban Transformation Projects which was including representatives from different profession, and employed as a consultancy agency and also a department of local government as well. It was examining the entrepreneur's proposals with the aspects of appropriateness to the project, fulfillment of the priorities of development package, economical cost and benefit analyses, and being response to user satisfaction. For assessment of the project, the team has continued institutionally and with limited personnel number.

In the light of the case of Sheffield, Gencil suggests that project management team for urban design projects should take place in local government. This is so crucial for the development of our towns. On the other side, increase in the number project management companies generates competition and improve the quality expectations.

Prof. Hülya Yürekli, who is the chief of Urban Design Program in Istanbul Technical University Faculty of Architecture Department of City and Regional Planning, also emphasizes the same things. Insufficiencies of the body of current law, lack of institutional entities to direct urban design process, and depending on these, organizational problems, the problems concerning the distribution of authority and accountability are the main problems concerning the management of urban design projects.

Apart from these, she attracts the attentions on unconsciousness of the society. Insufficiencies about social cultural background of people are the causes of disrespectfulness to the professionalism. Professional project management with strong authority can remove the problems of urban design practice. In Post-modernist world, individuality is very important. However, it is accepted thinking that the individual would also consider the interests of society, whilst acting individually. In our society, this is not so and perceived individualism.

5.3.1.2. Professionals

Ph. Dr. Füsün Otaner, who is an architect, also gives consultancy services and has passed 30 years in the professional life, expresses that urban design has a meaning which includes the reconstruction of the cities. Dilapidated and deteriorated faces of the

cities are needed to be enhanced. This, indeed, is a part of reconstruction of productional relationships and man's life. In Turkey, being underdeveloped congests to expose professionalism; on the other hand, lack of professionalism causes to remain underdeveloped, yet. Therefore, efficient use of the resources is very important. This would be possible with rational management approaches. However, she thinks that rationality is not a need for Turkey. Some people still live with interests and urban land speculations and they are still very strong and due to this, establishment of a fair order for all sections of society would be so hard.

She also criticizes the existence of 'status-quo' in the structure of municipalities, and emphasizes that the sense for project management is not employed accurately. Institutions can exist but have no function. Management of urban design projects is mostly in the direction of municipalities, and participation is not its best level. On the other side, some distinguished companies such as ENKA, Yapý Merkezi, Mesa, etc. dealing with land development have their own project management team.

In addition to this, she express that the current body of law is not sufficient because it generates an authority- accountability chaos. Instead of this, there is a need for guidance to widen the problem solving perspectives.

M. Ziya Soyer, who is an architect and have passed 30 years in the professional life and also worked in many different urban design projects diversified from historical conservation areas to land development projects, stresses the lack of the sense for improving urban policies, lack of vision and continuity, comparing the Turkish towns with European cities such as Florence, Sienna, etc.

He also states he presented a proposal for Kadýköy-Dalyan to the municipality. And the municipality acted sincerely and according to indispensable procedures to be carried on. However, after the change in the municipality through the elections, the project was not continued. The division in the project process can cause to decrease the chance of project success. Apart from this, not sharing the authority spoils the integrity and hinders the project process. However, governmental practice entails the continuity. On the other side, individual relations can be effective by the time the project is adjudicated, and so, project management procedure can not run in a sense of professionalism.

Göktay Gülbahçe, who is a city planner and has prepared and practiced urban design projects for municipalities, stresses the importance of a participatory model for urban design projects for providing that people do not find urban design activity strange

and can accept. In addition, they present their supports, proposals for solution. Otherwise, these projects can not be successful wholly, because urban design, by definition, includes different interest groups and guide to them.

The other trouble he emphasizes is about bureaucracy and legal procedure. The steps to accelerate the process can be taken solving the legal issues and decreasing the bureaucracy. Gülbahçe also finds the lack of belief and trust very important to identify the problem about urban design project management. He, in addition, states that unconsciousness and conventional governmental practice affect urban design process and practice negatively.

Nükhet Zeydanlı, who is an architect and has prepared and practiced urban design projects for municipalities, she attracts the attentions on that urban design, as a guide, is important to provide functional decisions which accelerate social and physical transformation of urban environment. Thus, equipment needs of urban physical environment, quality standards can be attained.

She also stresses the lack of coordination among the sections of municipalities, insufficiencies of the body of current law, legal issues, and bureaucratic obstructions, and fragmented texture of land ownership as the reasons for congestion in urban design practice. Depending on this, project managerial problems occur and this can cause the failure of the project.

5.3.1.3. Officials

Ayşe Gökbayrak, who is a city planner and works for the Greater City Municipality of Istanbul as the manager assistant of the Directorship of Urban Transformation, express that urban design, is an important occupation which supports the development of the cities. However, it is not applied rationally and there are no standards concerning it. Therefore, it is too hard to measure the performance of urban design project. Besides, the systems carried on in municipalities make bureaucracy awkward. All these extend the project process.

She express that in the big cities, municipalities have technical personnel which controls the projects and also undertakes the tasks of project management but to obtain the quality and to increase the productivity, the background of personnel is supported with educational seminars. By touching on that project management exactly enhance the efficiency with time scheduling and dividing the project stages, she emphasizes that the

insufficiencies of legal background, lack of coordination, and unconsciousness are crucial factors affecting the process negatively.

Ozan Demiraslan, who is a city planner and also works for the Greater City Municipality of Istanbul as a chief of the Directorship of Urban Design, states that urban design is perceived by local governments as only visual change however, the examples from abroad shows extensive urban design and transformation projects can be implemented, realizing great functional changes, through public and private partnership. In Turkey, such projects have some troubles such as lack of coordination, uninformed authority, consciousness, arbitrariness, complexity of the authority. These all cause the failure of project management.

Gökte Gençay, who is an architect and works for the Municipality of Kadıköy as the manager assistant in the Department of Research-Planning and Coordination (APK Müdürlüğü), emphasize that urban design is rather new phenomenon for Turkey, and so is project management. In addition, project management has not completed its construction and, therefore, is not fruitful, yet.

Apart from these, he ranks a range of troubles experienced in urban design practice. These are awkward bureaucracy, organizational problems, financial problems, political pressure, insufficiencies of contractor companies and directorships, and divergence between central government and local government.

Güner Eliçin, who is an architect and also works for Egean City Planning Directorship (Ege Şehir Planlama Müdürlüğü) established in the Greater Municipality of İzmir for urban projects as control manager of Universiade-İzmir 2005 Project, emphasizes the lack of policies chain to determine what to be done for the city and conscious. He also expresses the same troubles of urban design projects.

Besides, he states that project management phenomenon already exists via different professional jargon and different sense. Today, managerial approaches, understandings and jargons have changed and evolved towards being more participatory. However, Turkey has not evolved as much as West. Therefore, as special to undeveloped countries, extravagance, lack of sense for efficiency, and arbitrariness are the major problems. Structures of all sections in the society need to be mainly revised and reformed. After this, a new sense for solving the problems would be possible.

5.3.2. Exploration of the Factors Constraining the Development of Professional Project Management

Expert opinions will shed light on exploring the factors. On the other side, there are also some factors which are extracted in literature. These are about general concepts of project management. In investigation, constraint factors are classified in two groups. First group includes the factors concerning the existing project management sense and the second includes the factors concerning specifications of urban design process and user satisfaction.

Liu, Shen, Li and Shen studied on “factors constraining the development of professional project management in China’s construction industry”. They found a set of constraining factors in literature for construction industry and ask their effectiveness as special to China. Constraint factors determined in this study include the subjects of communication, customer relations, organizational structure, quality, authority, and insufficient laws, etc. (Liu & the partners, 2004: 203-211)

In the light of their study and expert opinions, factors constraining the development of professional project management in Turkey’s urban design practice are exposed in Appendix- C and D in the questionnaires and also presented in Table 5.1. and 5.2.

5.3.3. Findings of Questionnaires

After the obtainment of responses from questionnaires, they have been compiled and analyzed. As known, questionnaires are asked to academicians, professionals and officials.

It is assumed that the experts have responded the questionnaires sincerely and according to the best of their knowledge. The interrelations of the responses given by each group have been sought in a way that the groups’ responses are tested by taking two groups in each time according to Spearman test. Figures presented below show the distribution of the responses given the questionnaires together with their mean values, standard deviations, and sample sizes. (Figure5.2. - 5.27.)

Table: 5.1. Constraining Factors concerning the Perception of Existing Project Management Understanding

<p><u>Constraining factors concerning the existing sense of project management;</u></p> <ul style="list-style-type: none">- Insistence on traditional project management methods- Lack of experienced and qualified project management practitioners- Insufficiency in the number of project management companies- Distorted relations with clients- Organizational structures of project management companies- Lack of Coordination and Cooperation- Disregarding or misunderstanding of the roles and responsibilities of project management- Lack of strong national project management association

Table: 5.2. Constraining Factors concerning the Specifications of Urban Design Process and User Satisfaction

<p><u>Constraint factors concerning urban design process and user satisfaction;</u></p> <ul style="list-style-type: none">- Lack of effort to improve the conscious of using urban design for enhancement of urban quality- Direction and influences of local governments in urban design process- Lack of arrangements for providing that urban design takes place in the body of current law- Time problems due to legal issues arising owing to fragmented texture of land ownership- Difficulties felt by the time of establishing a wide satisfactory platform for the consensus of different interest groups- Deficiencies of authority/power required to be given project management teams- Lack of coordination- Regional protectionism- Bureaucratic obstructions.

5.3.3.1. Questionnaire - A

Academics

Mean: 1, 60
Standard deviation: 0, 89
Sample size: 5 responses

Professionals

Mean: 2, 38
Standard deviation: 1
Sample size: 8 responses

Officials

Mean: 2, 18
Standard deviation: 0, 75
Sample size: 11 responses

Legend :

- ▨ % of responses academicians
- ▨ % of responses professionals
- ▨ % of responses officials

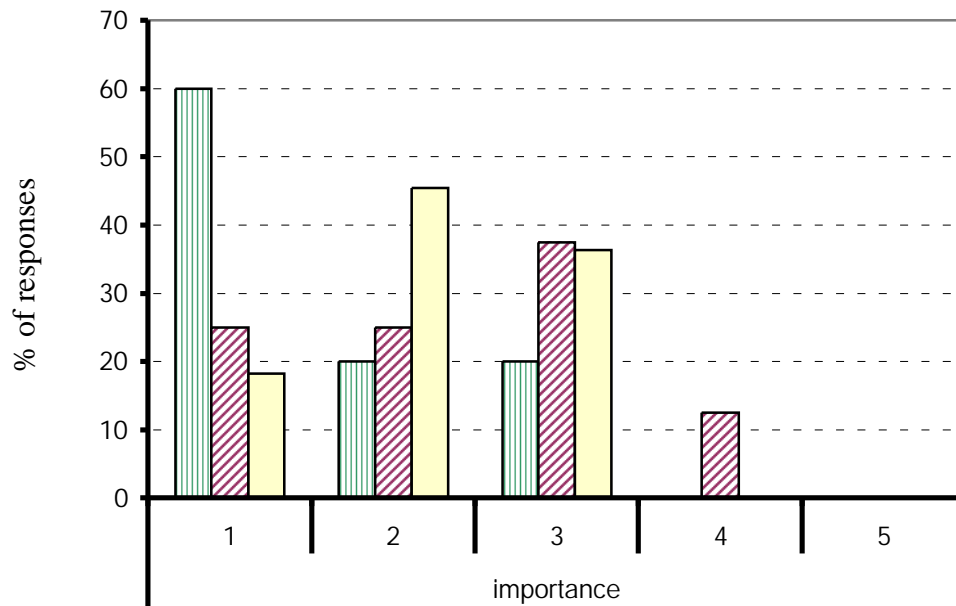


Figure: 5.2. Responses to Questionnaire A - Question 1: Project Integration Management – (Weighting the existing situation of project management knowledge areas in Turkey)

Academics

Mean: 1, 80
Standard deviation: 0, 84
Sample size: 5 responses

Professionals

Mean: 2, 38
Standard deviation: 1, 01
Sample size: 8 responses

Officials

Mean: 3, 27
Standard deviation: 1, 25
Sample size: 11 responses

Legend :

- ▨ % of responses academicians
- ▨ % of responses professionals
- ▨ % of responses officials

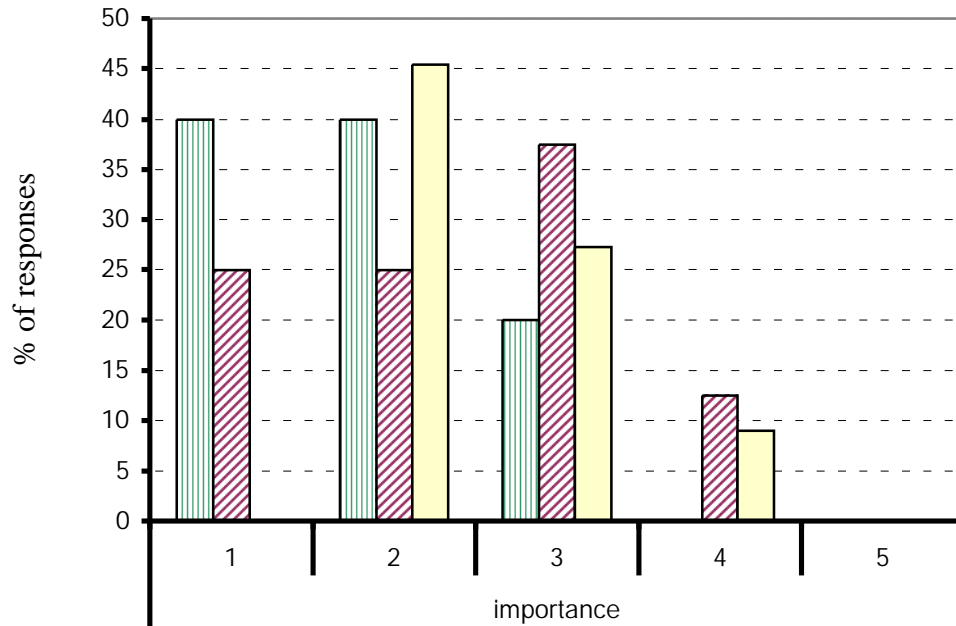


Figure: 5.3. Responses to Questionnaire A - Question 2: Project Scope Management – (Weighting the existing situation of project management knowledge areas in Turkey)

Academics

Mean: 1,40
Standard deviation: 0,89
Sample size: 5 responses

Professionals

Mean: 2,25
Standard deviation: 0,97
Sample size: 8 responses

Officials

Mean: 3,09
Standard deviation: 1,45
Sample size: 11 responses

Legend :

- ▣ % of responses academicians
- ▣ % of responses professionals
- ▣ % of responses officials

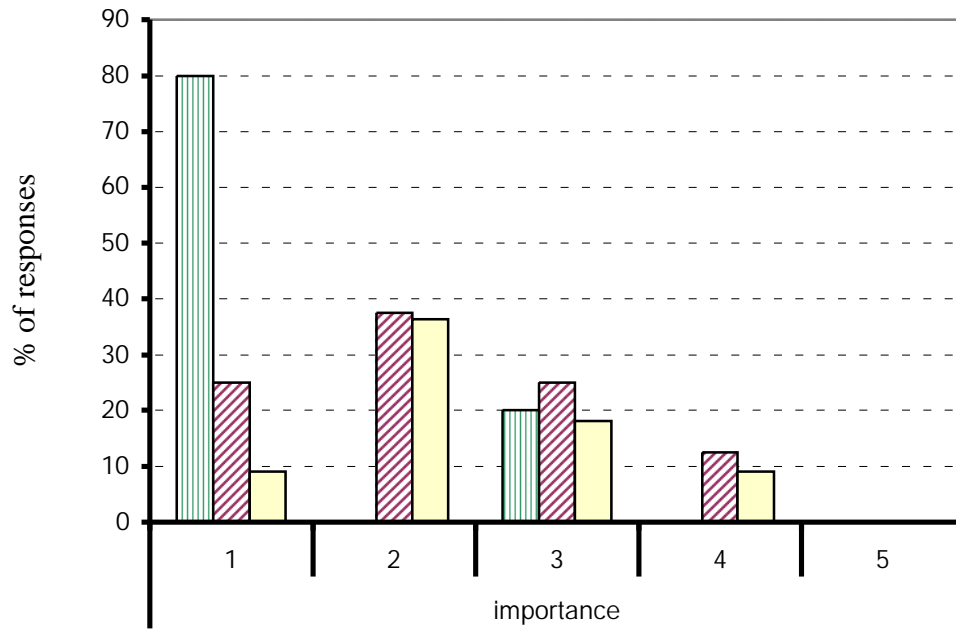


Figure: 5.4. Responses to Questionnaire A - Question 3: Project Time Management – (Weighting the existing situation of project management knowledge areas in Turkey)

Academics

Mean: 1, 80
Standard deviation: 0, 84
Sample size: 5 responses

Professionals

Mean: 2, 13
Standard deviation: 0, 6
Sample size: 8 responses

Officials

Mean: 2, 91
Standard deviation: 1, 38
Sample size: 11 responses

Legend :

- ▣ % of responses academicians
- ▤ % of responses professionals
- ▥ % of responses officials

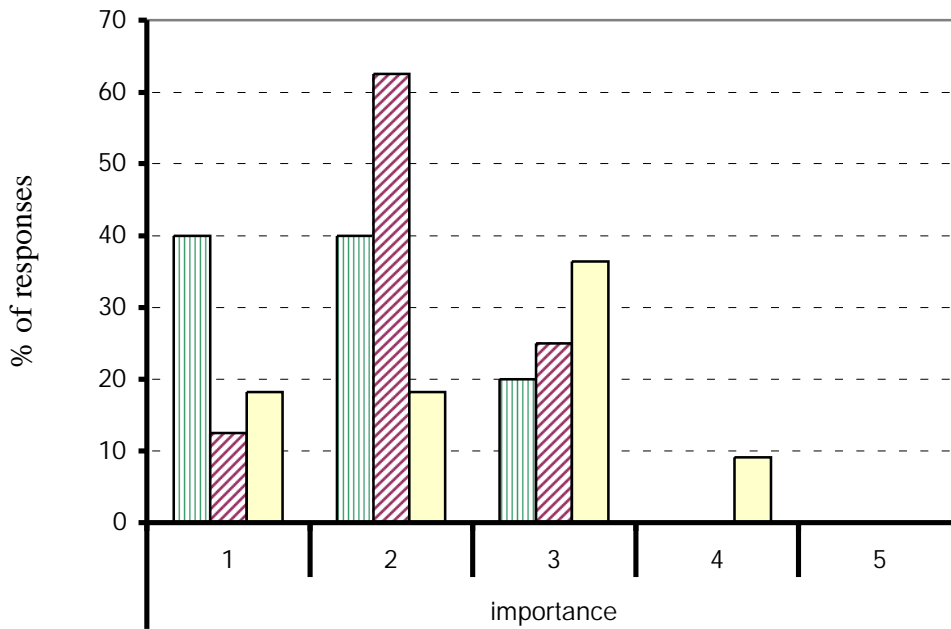


Figure: 5.5. Responses to Questionnaire A - Question 4: Project Cost Management – (Weighting the existing situation of project management knowledge areas in Turkey)

Academicians

Mean: 1, 80
Standard deviation: 0, 84
Sample size: 5 responses

Professionals

Mean: 2, 38
Standard deviation: 1, 01
Sample size: 8 responses

Officials

Mean: 2, 82
Standard deviation: 1, 33
Sample size: 11 responses

Legend :

- ▨ % of responses academicians
- ▨ % of responses professionals
- ▨ % of responses officials

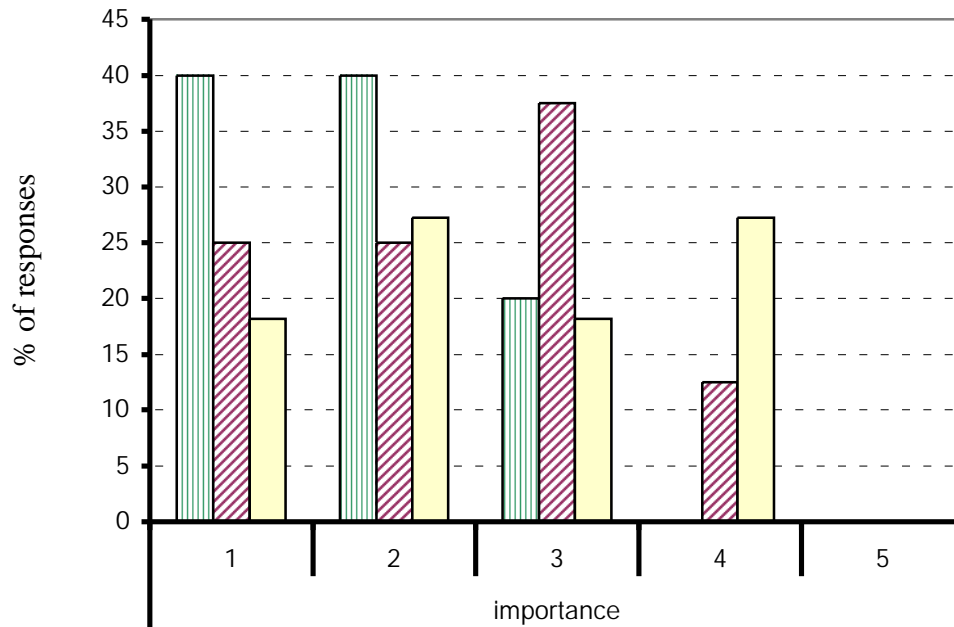


Figure: 5.6. Responses to Questionnaire A - Question 5: Project Quality Management – (Weighting the existing situation of project management knowledge areas in Turkey)

Academicians

Mean: 2, 00
Standard deviation: 1, 00
Sample size: 5 responses

Professionals

Mean: 2, 25
Standard deviation: 1, 12
Sample size: 8 responses

Officials

Mean: 3, 09
Standard deviation: 1, 14
Sample size: 11 responses

Legend :

- ▣ % of responses academicians
- ▤ % of responses professionals
- ▥ % of responses officials

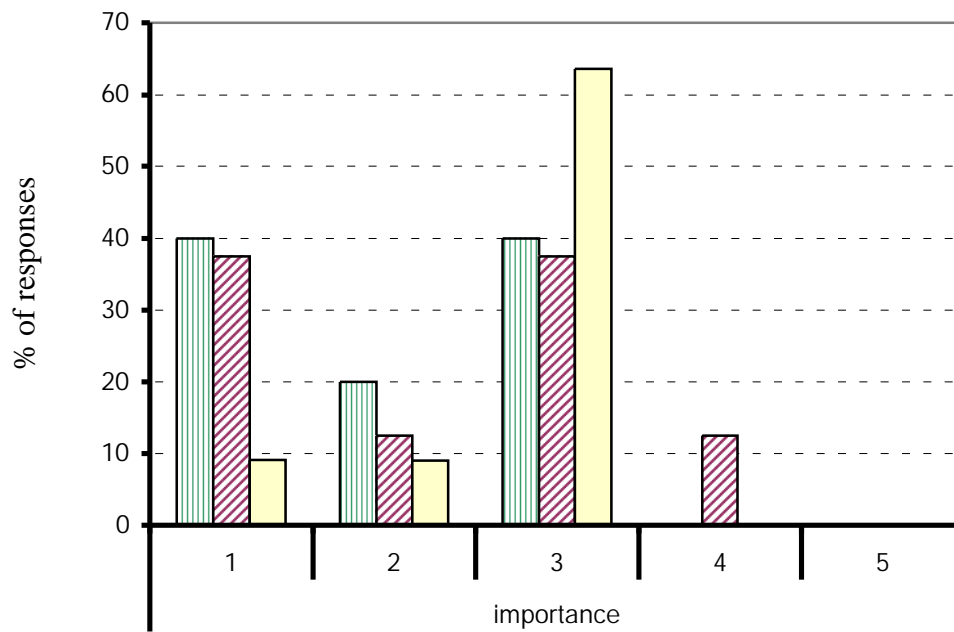


Figure: 5.7. Responses to Questionnaire A - Question 6: Project Human Resource Management – (Weighting the existing situation of project management knowledge areas in Turkey)

Academicians

Mean: 2, 00

Standard deviation: 1, 41

Sample size: 5 responses

Professionals

Mean: 3, 00

Standard deviation: 1, 45

Sample size: 8 responses

Officials

Mean: 2, 55

Standard deviation: 0, 69

Sample size: 11 responses

Legend :

▨ % of responses academicians

▨ % of responses professionals

▨ % of responses officials

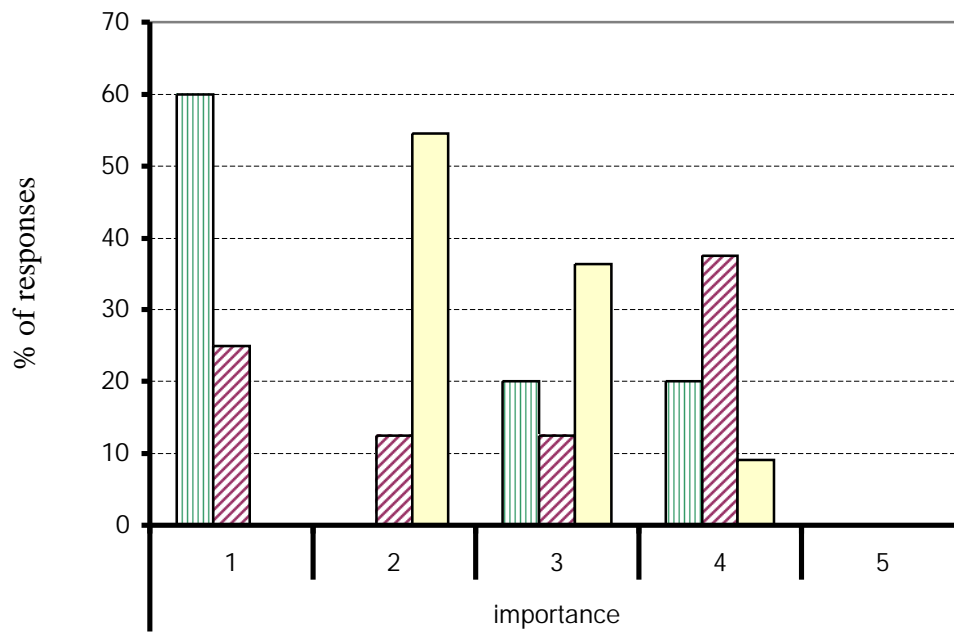


Figure: 5.8. Responses to Questionnaire A - Question 7: Project Communication Management – (Weighting the existing situation of project management knowledge areas in Turkey)

Academicians

Mean: 1, 60
Standard deviation: 0, 55
Sample size: 5 responses

Professionals

Mean: 2, 63
Standard deviation: 1, 41
Sample size: 8 responses

Officials

Mean: 2, 82
Standard deviation: 1, 33
Sample size: 11 responses

Legend :

- ▣ % of responses academicians
- ▤ % of responses professionals
- ▥ % of responses officials

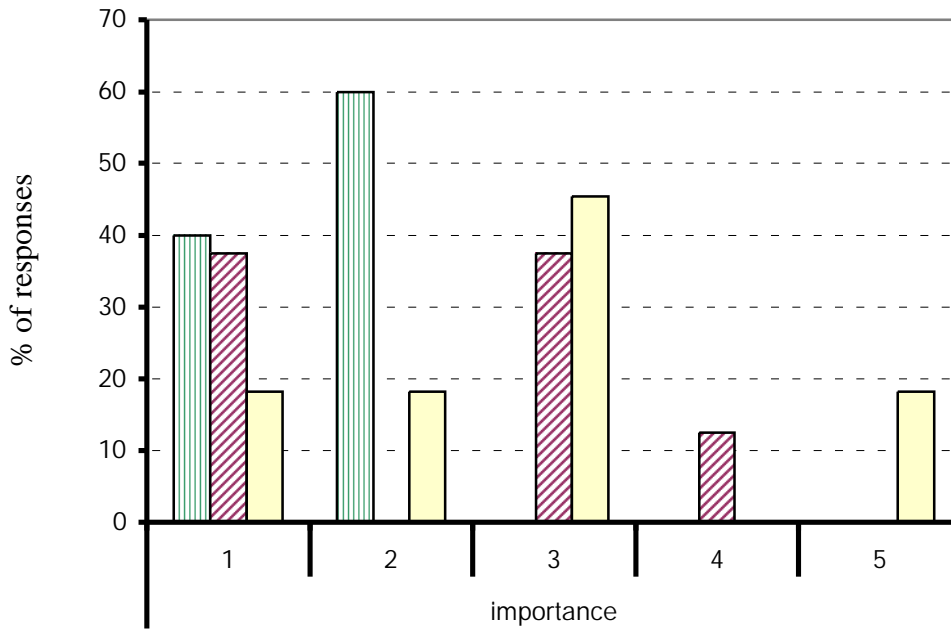


Figure: 5.9. Responses to Questionnaire A - Question 8: Project Risk Management – (Weighting the existing situation of project management knowledge areas in Turkey)

Academicians

Mean: 2, 50
Standard deviation: 1, 73
Sample size: 4 responses

Professionals

Mean: 2, 50
Standard deviation: 1, 24
Sample size: 8 responses

Officials

Mean: 3, 09
Standard deviation: 1, 30
Sample size: 11 responses

Legend :

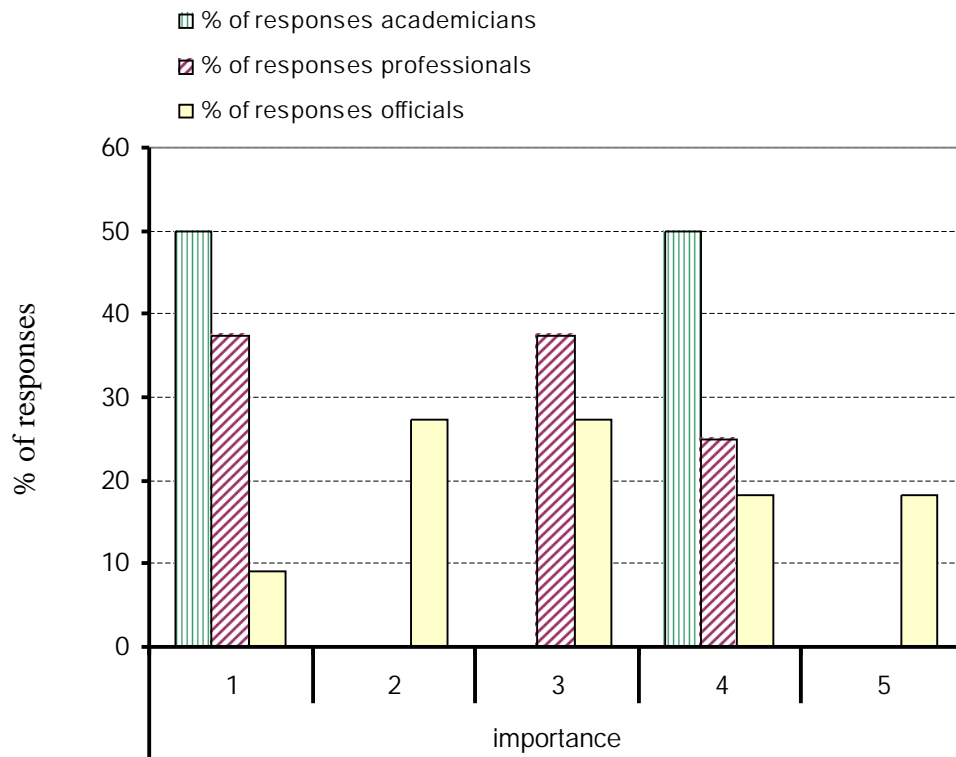


Figure 5.10. Responses to Questionnaire A - Question 9: Project Procurement Management – (Weighting the existing situation of project management knowledge areas in Turkey)

5.3.3.2. Questionnaire – B

Academicians

Mean: 3, 80
Standard deviation: 0, 84
Sample size: 5 responses

Professionals

Mean: 4, 29
Standard deviation: 0, 95
Sample size: 7 responses

Officials

Mean: 4, 43
Standard deviation: 0.79
Sample size: 7 responses

Legend :

- ▣ % of responses academicians
- ▤ % of responses professionals
- ▥ % of responses officials

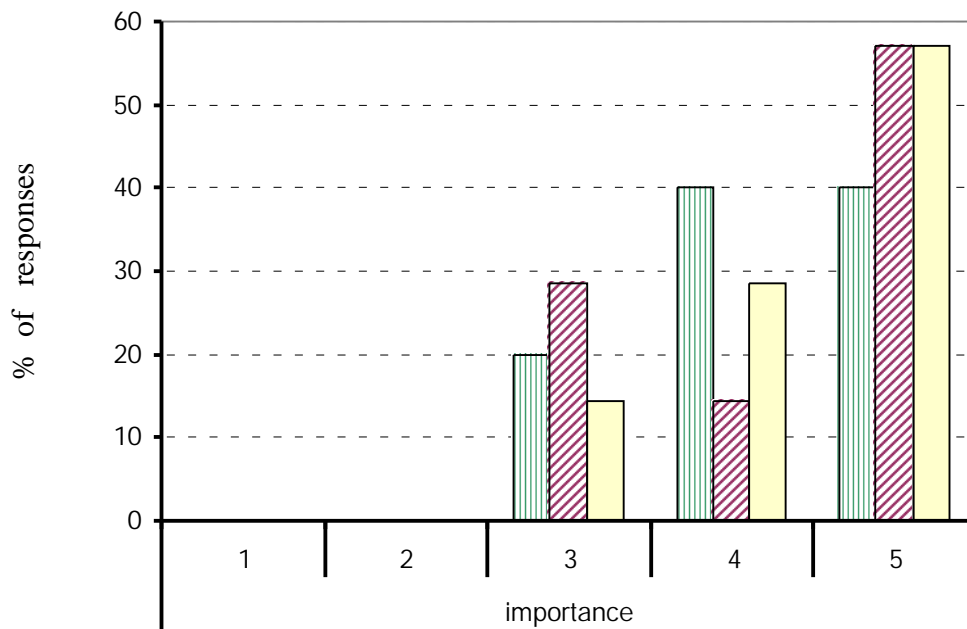


Figure 5.11. Responses to Questionnaire B - Question 1: Insistence on Traditional Project Management Methods – (Factors Constraining the Development of Professional Project Management - Constraining Factors concerning the Perception of Existing Project Management Understanding)

Academicians

Mean: 4, 20
Standard deviation: 0, 84
Sample size: 5 responses

Professionals

Mean: 3, 57
Standard deviation: 0, 53
Sample size: 7 responses

Officials

Mean: 3, 71
Standard deviation: 0, 95
Sample size: 7 responses

Legend :

- ▣ % of responses academicians
- ▣ % of responses professionals
- ▣ % of responses officials

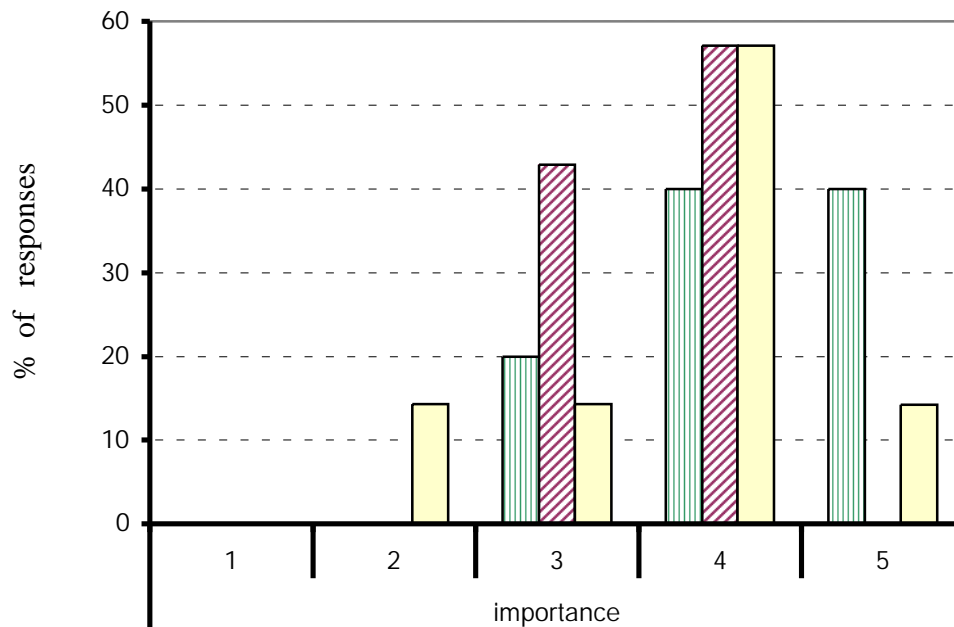


Figure 5.12. Responses to Questionnaire B – Question 2: Lack of Experienced and Qualified Project Management Practitioners – (Factors Constraining the Development of Professional Project Management - Constraining Factors concerning the Perception of Existing Project Management Understanding)

Academicians

Mean: 3, 40
Standard deviation: 1, 52
Sample size: 5 responses

Professionals

Mean: 3, 57
Standard deviation: 0, 98
Sample size: 7 responses

Officials

Mean: 4, 00
Standard deviation: 0, 82
Sample size: 7 responses

Legend :

- ▨ % of responses academicians
- ▨ % of responses professionals
- ▨ % of responses officials

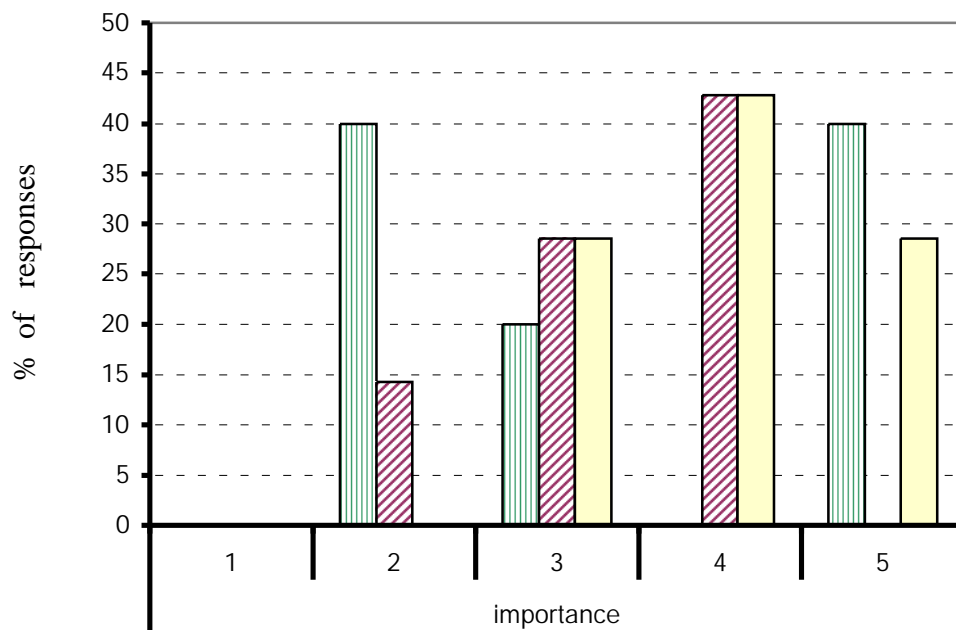


Figure 5.13. Responses to Questionnaire B – Question 3: Insufficiency in the number of project management companies – (Factors Constraining the Development of Professional Project Management - Constraining Factors concerning the Perception of Existing Project Management Understanding)

Academics

Mean: 3, 50
Standard deviation: 0, 58
Sample size: 4 responses

Professionals

Mean: 2, 71
Standard deviation: 0, 95
Sample size: 7 responses

Officials

Mean: 3, 43
Standard deviation: 0, 98
Sample size: 7 responses

Legend :

- ▣ % of responses academicians
- ▣ % of responses professionals
- ▣ % of responses officials

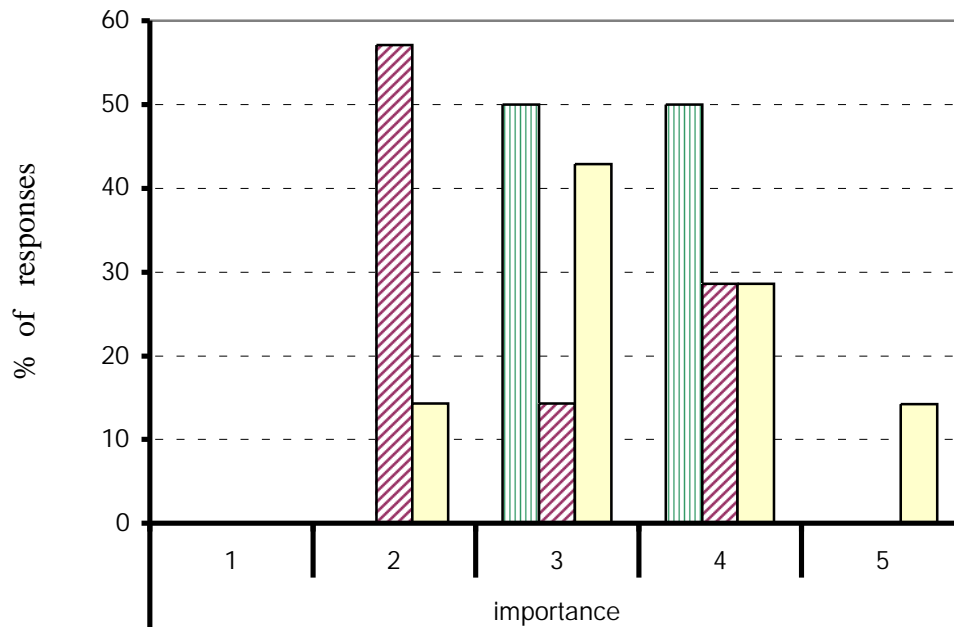


Figure 5.14. Responses to Questionnaire B - Question 4: Distorted Relations with Clients – (Factors Constraining the Development of Professional Project Management - Constraining Factors concerning the Perception of Existing Project Management Understanding)

Academics

Mean: 3,00
Standard deviation: 0,58
Sample size: 4 responses

Professionals

Mean: 4,14
Standard deviation: 0,69
Sample size: 7 responses

Officials

Mean: 3,00
Standard deviation: 1,00
Sample size: 7 responses

Legend :

- ▣ % of responses academicians
- ▤ % of responses professionals
- ▥ % of responses officials

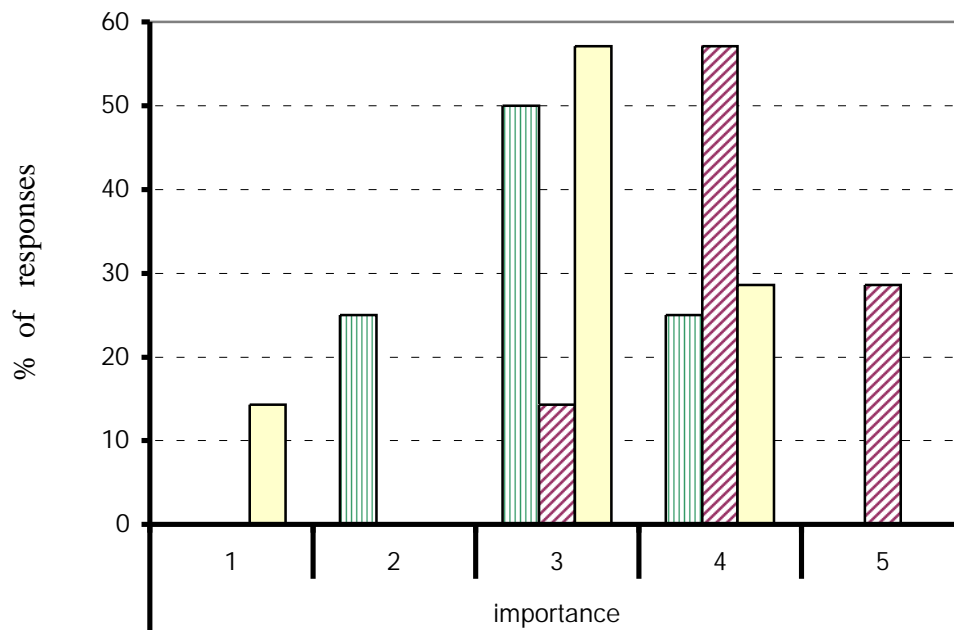


Figure 5.15. Responses to Questionnaire B - Question 5: Organizational Structure of Project Management Companies – (Factors Constraining the Development of Professional Project Management - Constraining Factors concerning the Perception of Existing Project Management Understanding)

Academics

Mean: 4, 80
Standard deviation: 0, 58
Sample size: 5 responses

Professionals

Mean: 3, 43
Standard deviation: 0, 79
Sample size: 7 responses

Officials

Mean: 4, 57
Standard deviation: 0, 53
Sample size: 7 responses

Legend :

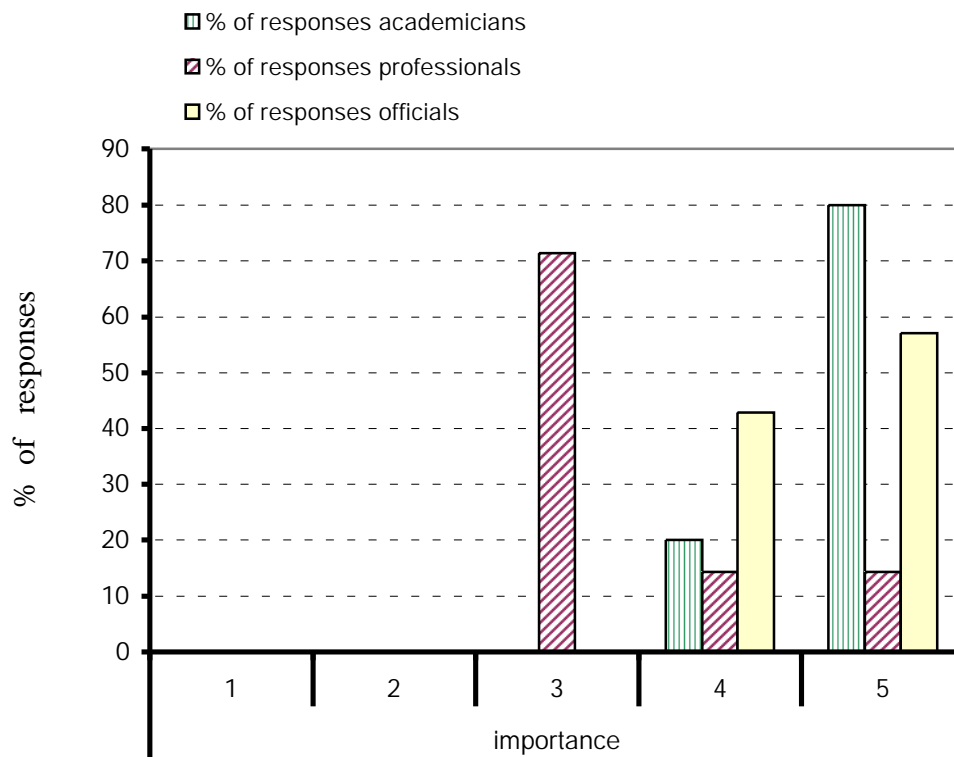


Figure 5.16. Responses to Questionnaire B – Question 6: Lack of Coordination and Cooperation with Other Professionals – (Factors Constraining the Development of Professional Project Management - Constraining Factors concerning the Perception of Existing Project Management Understanding)

Academics

Mean: 4, 40
Standard deviation: 0, 58
Sample size: 5 responses

Professionals

Mean: 3, 29
Standard deviation: 0, 76
Sample size: 7 responses

Officials

Mean: 3, 71
Standard deviation: 0, 76
Sample size: 7 responses

Legend :

- ▣ % of responses academicians
- ▣ % of responses professionals
- ▣ % of responses officials

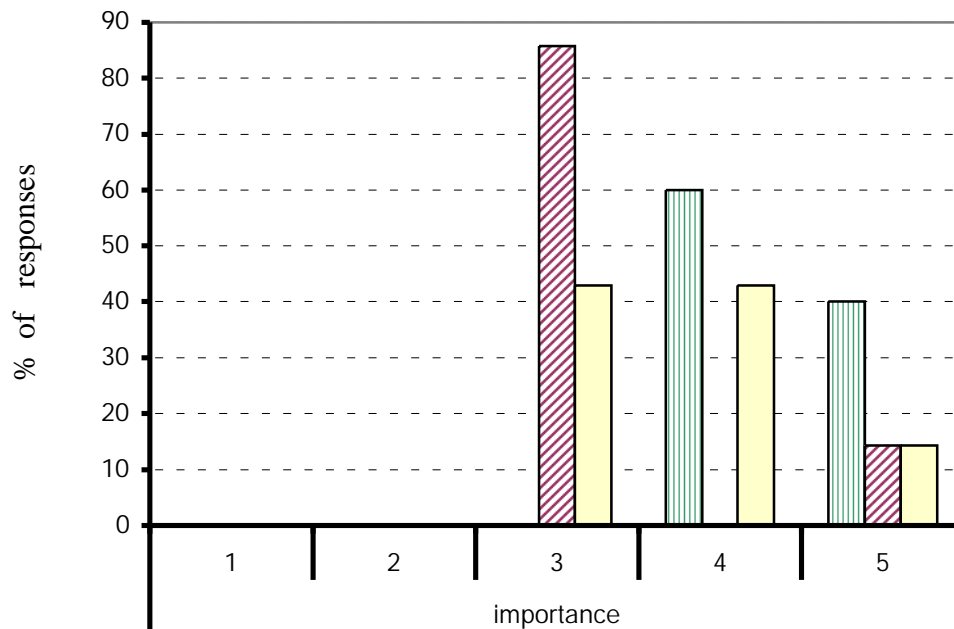


Figure 5.17. Responses to Questionnaire B – Question 7: Disregarding or Misunderstanding of the Roles and Responsibilities of Project Management – (Factors Constraining the Development of Professional Project Management - Constraining Factors concerning the Perception of Existing Project Management Understanding)

Academicians

Mean: 4, 00
Standard deviation: 0, 71
Sample size: 5 responses

Professionals

Mean: 3, 29
Standard deviation: 0, 95
Sample size: 7 responses

Officials

Mean: 4, 43
Standard deviation: 0, 79
Sample size: 7 responses

Legend :

- ▣ % of responses academicians
- ▣ % of responses professionals
- ▣ % of responses officials

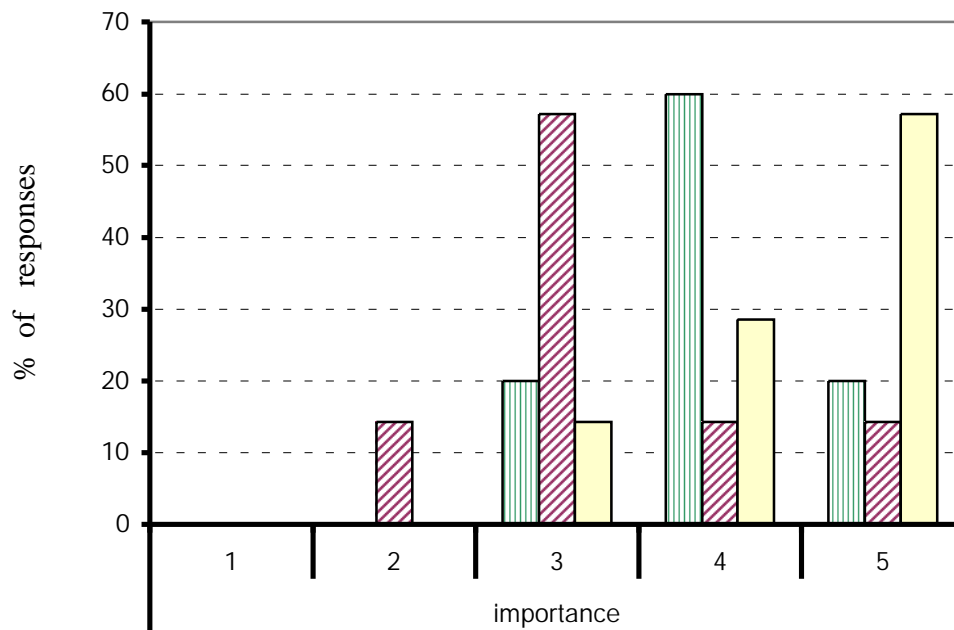


Figure 5.18. Responses to Questionnaire B – Question 8: Lack of a Strong National Project Management Association – (Factors Constraining the Development of Professional Project Management - Constraining Factors concerning the Perception of Existing Project Management Understanding)

5.3.3.3. Questionnaire – C

Academics

Mean: 4, 40
Standard deviation: 0, 89
Sample size: 5 responses

Professionals

Mean: 4, 00
Standard deviation: 0, 58
Sample size: 7 responses

Officials

Mean: 4, 71
Standard deviation: 0.49
Sample size: 7 responses

Legend :

- ▣ % of responses academicians
- ▤ % of responses professionals
- ▥ % of responses officials

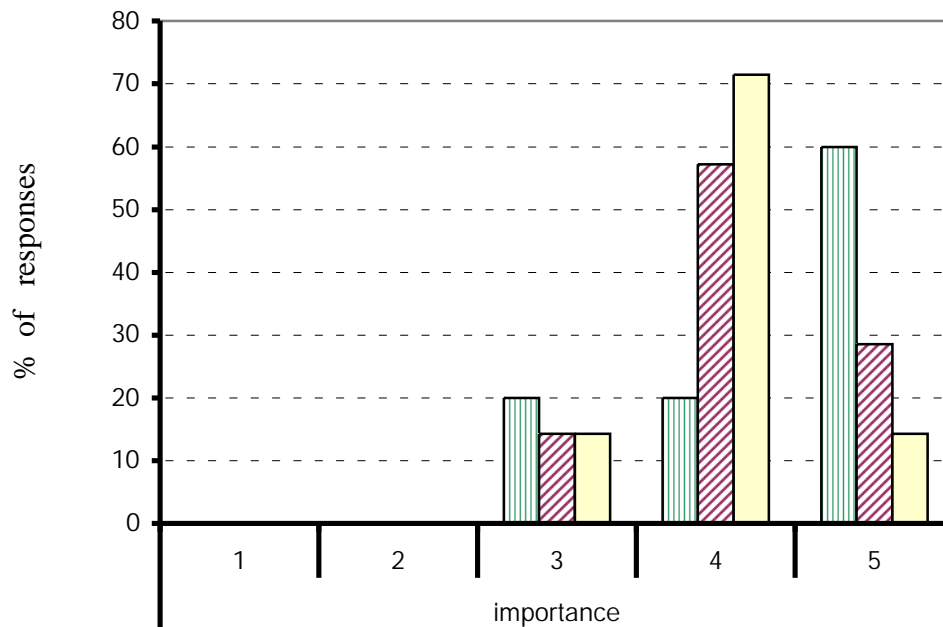


Figure 5.19. Responses to Questionnaire C - Question 1: Lack of Effort to Improve the Conscious of Using Urban Design for Enhancement of Urban Quality – (Factors Constraining the Development of Professional Project Management in Turkey’s Urban Design Practice - Constraining Factors concerning the Specifications of Urban Design Process and User Satisfaction)

Academicians

Mean: 4, 40
Standard deviation: 0, 89
Sample size: 5 responses

Professionals

Mean: 2, 71
Standard deviation: 0, 76
Sample size: 7 responses

Officials

Mean: 3, 86
Standard deviation: 0, 69
Sample size: 7 responses

Legend :

- ▣ % of responses academicians
- ▤ % of responses professionals
- ▥ % of responses officials

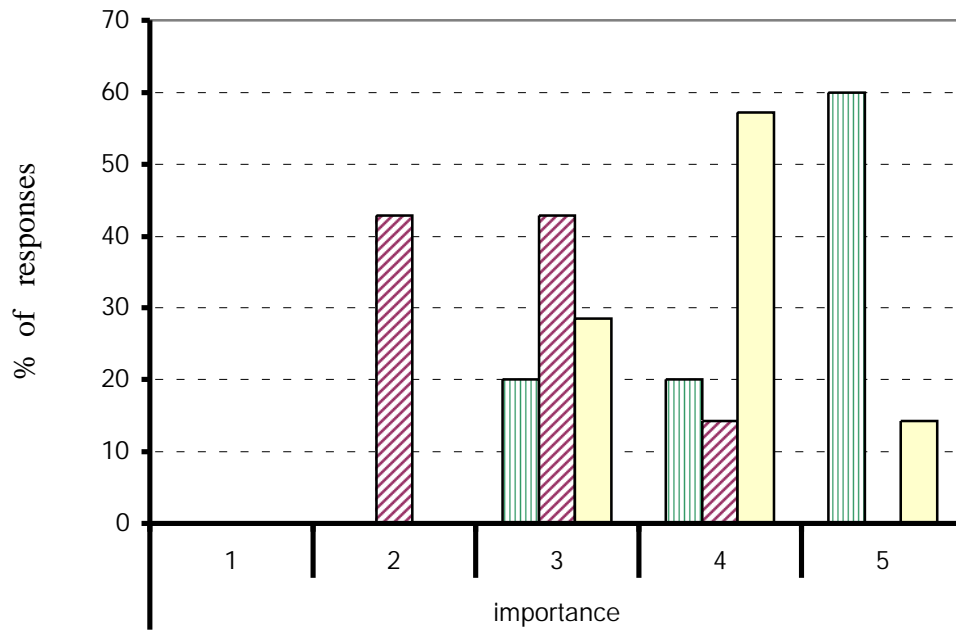


Figure 5.20. Responses to Questionnaire C - Question 2: : The Direction and Influences of Local Governments in Urban Design Process – (Factors Constraining the Development of Professional Project Management in Turkey’s Urban Design Practice - Constraining Factors concerning the Specifications of Urban Design Process and User Satisfaction)

Academicians

Mean: 4, 40
Standard deviation: 0, 89
Sample size: 5 responses

Professionals

Mean: 3, 71
Standard deviation: 0, 76
Sample size: 7 responses

Officials

Mean: 4, 57
Standard deviation: 0, 53
Sample size: 7 responses

Legend :

- % of responses academicians
- % of responses professionals
- % of responses officials

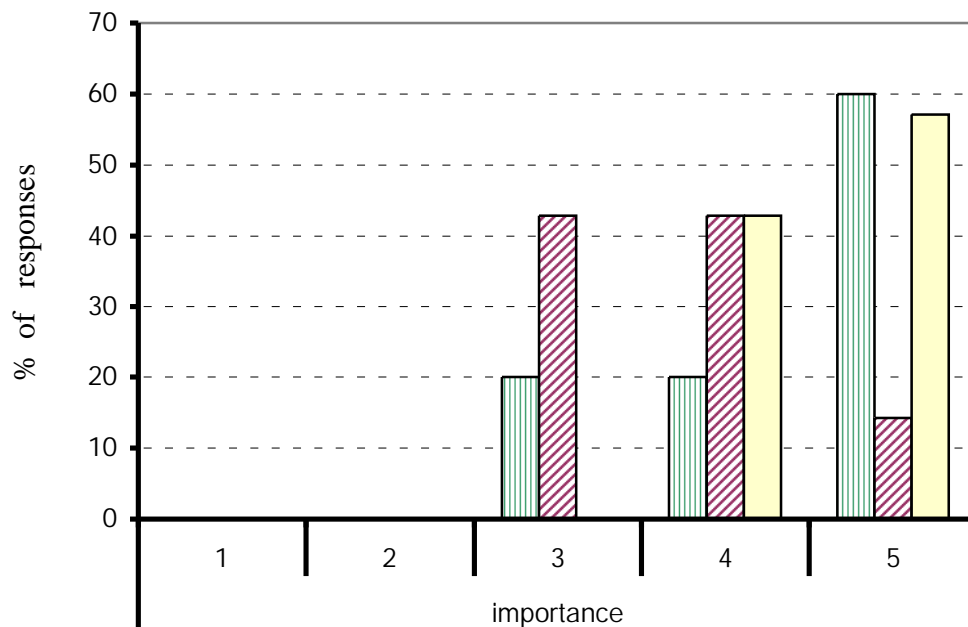


Figure 5.21. Responses to Questionnaire C - Question 3: Lack of Legal Arrangements for providing that Urban Design Takes Place in the Body of Current Law – (Factors Constraining the Development of Professional Project Management in Turkey’s Urban Design Practice - Constraining Factors concerning the Specifications of Urban Design Process and User Satisfaction)

Academics

Mean: 3, 60
Standard deviation: 0, 89
Sample size: 5 responses

Professionals

Mean: 4, 29
Standard deviation: 0, 49
Sample size: 7 responses

Officials

Mean: 4, 14
Standard deviation: 0, 69
Sample size: 7 responses

Legend :

- ▣ % of responses academicians
- ▣ % of responses professionals
- ▣ % of responses officials

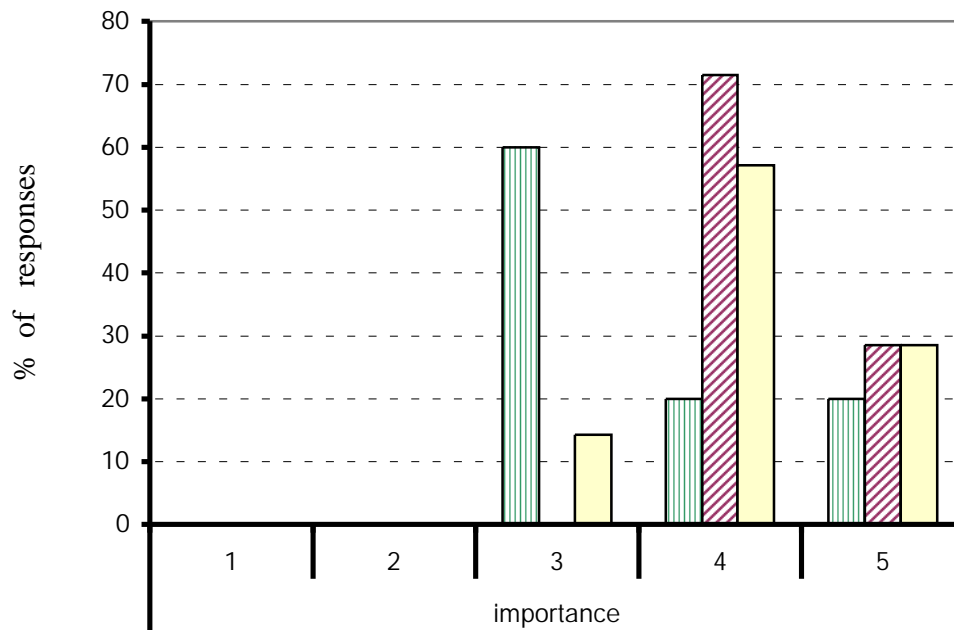


Figure 5.22. Responses to Questionnaire C - Question 4: Time Problems due to Legal Issues Arising owing to Fragmented Texture of Land Ownership– (Factors Constraining the Development of Professional Project Management in Turkey’s Urban Design Practice - Constraining Factors concerning the Specifications of Urban Design Process and User Satisfaction)

Academicians

Mean: 4, 20
Standard deviation: 0, 45
Sample size: 5 responses

Professionals

Mean: 3, 71
Standard deviation: 0, 95
Sample size: 7 responses

Officials

Mean: 4, 43
Standard deviation: 0, 53
Sample size: 7 responses

Legend :

- ▣ % of responses academicians
- ▣ % of responses professionals
- ▣ % of responses officials

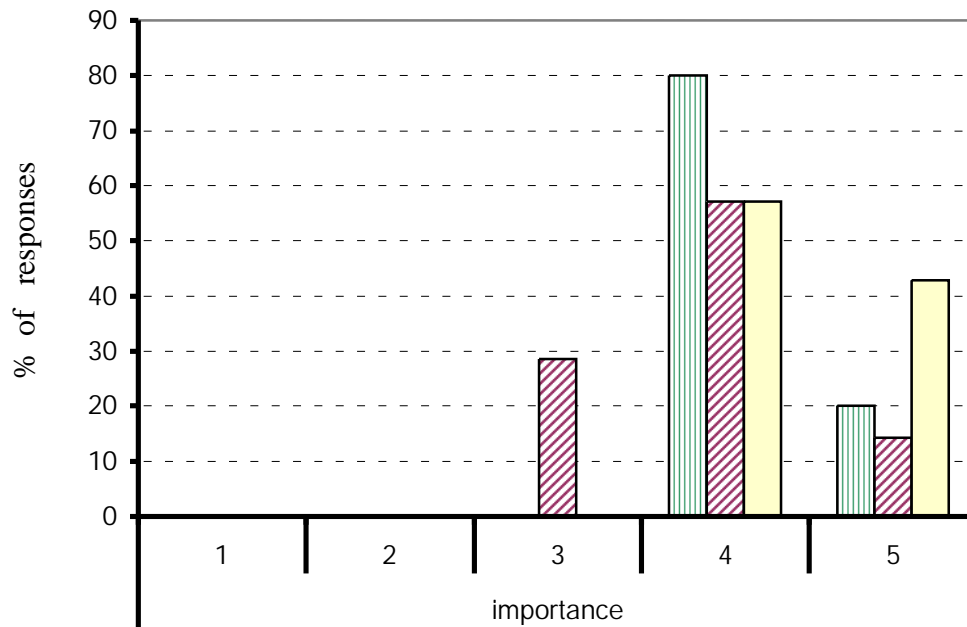


Figure 5.23. Responses to Questionnaire C - Question 5: The difficulties felt by the time of establishing a wide satisfactory platform for the consensus of different interest groups – (Factors Constraining the Development of Professional Project Management in Turkey’s Urban Design Practice - Constraining Factors concerning the Specifications of Urban Design Process and User Satisfaction)

Academicians

Mean: 3, 80
Standard deviation: 1, 10
Sample size: 5 responses

Professionals

Mean: 4, 00
Standard deviation: 0, 58
Sample size: 7 responses

Officials

Mean: 4, 14
Standard deviation: 0, 69
Sample size: 7 responses

Legend :

- ▣ % of responses academicians
- ▤ % of responses professionals
- ▥ % of responses officials

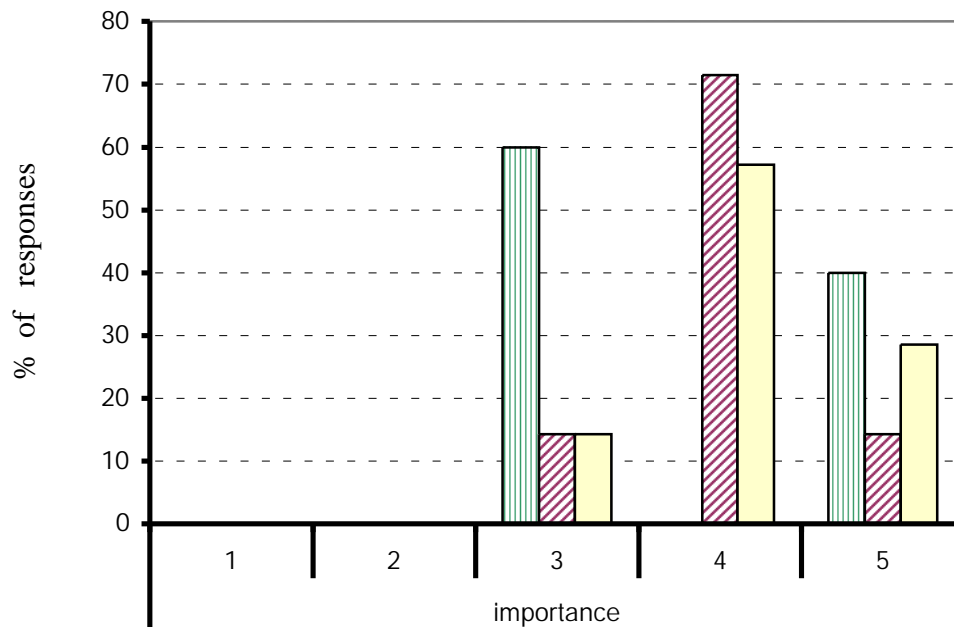


Figure 5.24. Responses to Questionnaire C - Question 6: Deficiencies of authority/power required to be given to the project management teams –(Factors Constraining the Development of Professional Project Management in Turkey’s Urban Design Practice - Constraining Factors concerning the Specifications of Urban Design Process and User Satisfaction)

Academics

Mean: 4, 60
Standard deviation: 0, 55
Sample size: 5 responses

Professionals

Mean: 3, 29
Standard deviation: 0, 76
Sample size: 7 responses

Officials

Mean: 4, 43
Standard deviation: 0, 98
Sample size: 7 responses

Legend :

- ▣ % of responses academicians
- ▤ % of responses professionals
- ▥ % of responses officials

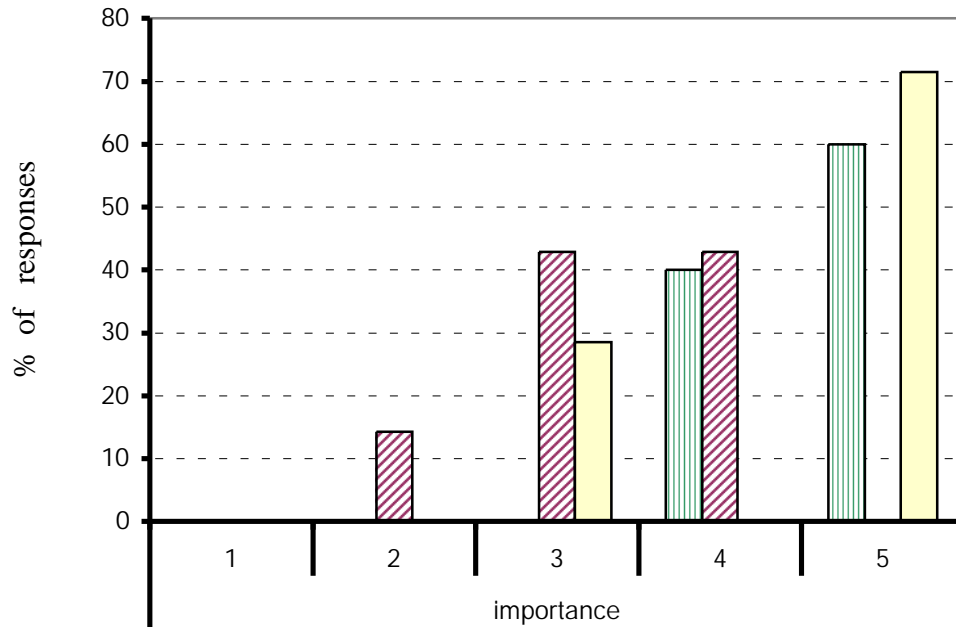


Figure 5.25. Responses to Questionnaire C - Question 7: Lack of coordination – (Factors Constraining the Development of Professional Project Management in Turkey’s Urban Design Practice - Constraining Factors concerning the Specifications of Urban Design Process and User Satisfaction)

Academicians

Mean: 3, 25
Standard deviation: 0, 50
Sample size: 4 responses

Professionals

Mean: 3, 14
Standard deviation: 0, 90
Sample size: 7 responses

Officials

Mean: 3, 86
Standard deviation: 0, 69
Sample size: 7 responses

Legend :

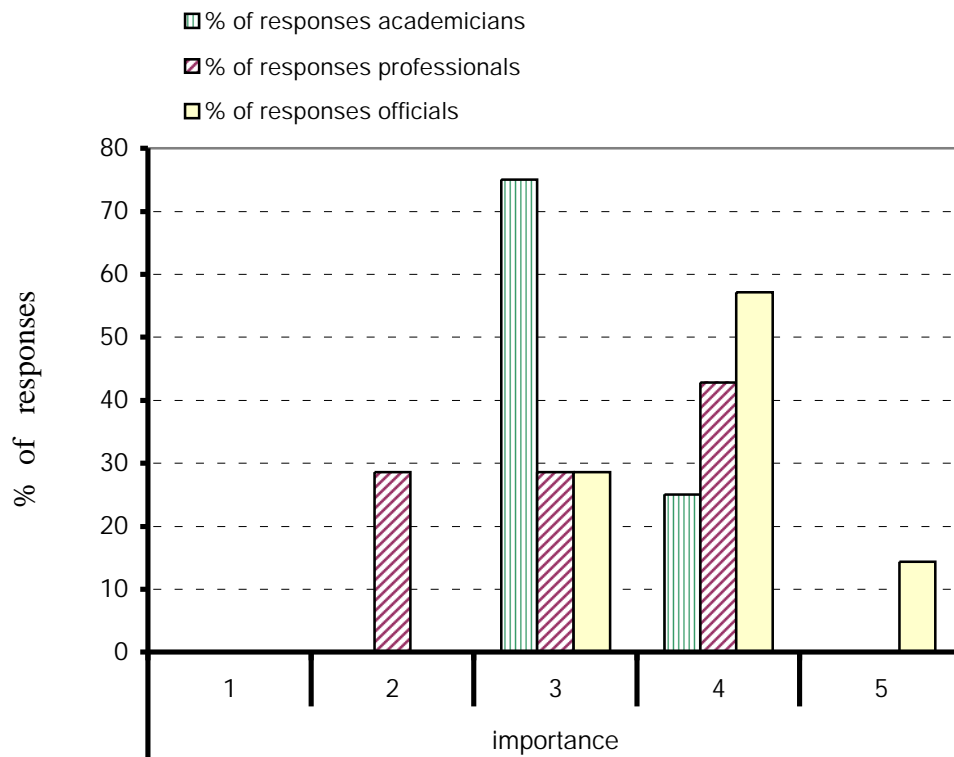


Figure 5.26. Responses to Questionnaire C - Question 8: Regional Protectionism / Natural and Historical Preservation – (Factors Constraining the Development of Professional Project Management in Turkey’s Urban Design Practice - Constraining Factors concerning the Specifications of Urban Design Process and User Satisfaction)

Academicians

Mean: 4, 00
Standard deviation: 1, 00
Sample size: 5 responses

Professionals

Mean: 4, 00
Standard deviation: 0, 58
Sample size: 7 responses

Officials

Mean: 4, 43
Standard deviation: 0.79
Sample size: 7 responses

Legend :

- ▣ % of responses academicians
- ▣ % of responses professionals
- ▣ % of responses officials

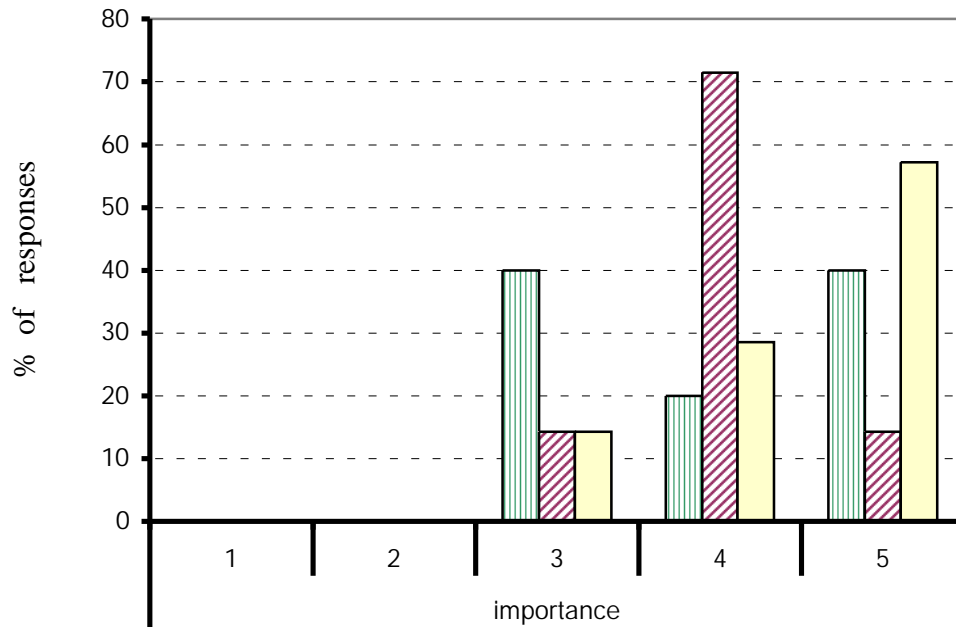


Figure 5.27. Responses to Questionnaire C - Question 9 : Bureaucratic obstructions – (Factors Constraining the Development of Professional Project Management in Turkey’s Urban Design Practice - Constraining Factors concerning the Specifications of Urban Design Process and User Satisfaction)

5.4. Analysis of the Results

After receiving the responses from the experts in their respective fields, they were compiled and demonstrated in diagrams, with their distributions, mean values, standard deviations, and sample sizes, one by one for each question. (Figure 5.2-5.27)

Questionnaire-A, which was designed for understanding the condition of urban design project management practice through asking the experts to weight project management knowledge areas in Turkey.

Questionnaire – B includes factors concerning perception of the existing project management constraints. Questionnaire – C includes factors constraining project management practice for specifications of urban design process and user satisfaction. While obtaining the responses, a three-stage Delphi process has utilized for questionnaires to reach expert groups consensus. The criterion for consensus for all questionnaires has been determined in a way that standard deviation is 1, 00 or less than 1, 00. If the standard deviation of a question exceeds 1, 00, then, it means experts in a group do not agree with each other.

5.4.1. Questionnaire – A

Questionnaire – A measures the success level of project management practices in urban design process. The distribution of the responses shows that all knowledge areas of project management could not exceed even neutral level which is represented with the number “3”. Academicians evaluated project integration management, scope, time, cost, and quality management with marks well below “2” that might mean very large potential improvement area. Human resource management and communication management were marked as “2” that also means there is a way for a potential development. Procurement management was marked as “2, 5” that refers a condition between bad and neutral however, its standard deviation was “1, 73”. This shows there is a wide disagreement among the experts on this issue. These weights might indicate that academicians are very pessimistic about project management practices in urban design practice Academicians might have more idealistic views and therefore they could not find the applications good enough.

Professionals gave marks project management functions between “2” and “3” that refer the condition between bad and neutral except project communication

management. Communication management was marked as “3” that means middling. However, whilst grading human resource management, communication management, risk and procurement management, the standard deviations were above “1” which shows disagreement on the issue. It can simply be stated that having a clear judgment about these functions could not so possible because of lack of experience in this field.

Officials are more optimistic than the others. According to them, scope management, human resource management, and procurement management are above neutral level, that is above “3”, and; cost, quality, communication and risk management are close to neutral level and below “3”, and; integration management marked as “2,18” is close to bad condition. However, in officials’ judgments, except project integration and communication management, standard deviations of the other project management functions are above “1” that is the sign of dispersed and incoherent opinions. They also see the condition of project management is not good, yet. Their relatively more optimistic view may be due to their role in urban design process which is to be the most important actor of the process of urban projects. (Table 5.3)

On the other hand, Spearman tests of Questionnaire – A (Table 5.4.) display that there are no strong relationships between the respondent groups’ evaluations. According to Spearman tests of Questionnaire – A;

- There is a positive and weak relationship between academicians’ responses and professionals’ responses. The value of r_s is “0, 28”.
- There is a negative and weak relationship between professionals’ responses and officials’ responses. The value of r_s is “- 0, 30”.
- There is a positive and weak relationship between academicians’ responses and officials’ responses. The value of r_s is “0, 23”.

It is clear that the condition of project management in urban design practice is required to investigate seriously. Analysis of the results show that all expert groups do not see project management practices same with each other. Most of the time, they consider project management practices unsuccessful.

Table 5.4. shows the compilation of mean values of each project management knowledge areas elicited from experts’ marking and ranking of them. Spearman tests calculations are also shown.

Table: 5.3. The condition of project management from the viewpoint of expert groups

(Analysis of Questionnaire –A)

	very bad		bad		neutral		good		very good
academicians		integration mng.	human resource	procurement mng.					
		scope mng.	communication						
		time management							
		cost management							
		quality mng.							
	risk management								
professionals				integration mng.	communication				
				scope mng.					
				time management					
				cost management					
				quality mng.					
				risk management					
				human resource					
officials				procurement mng.					
				integration mng.		scope mng.			
				cost management		time management			
				quality mng.		human resource			
				communication		procurement mng.			
			risk management						

Table: 5.4. Spearman test results of Questionnaire –A and mean values of project management knowledge areas elicited from experts' weighting.

	q1	q2	q3	q4	q5	q6	q7	q8	q9		
	7,5	5	9	5	5	2,5	2,5	7,5	1	academicians' ranking	
academicians	1,6	1,8	1,4	1,8	1,8	2	2	1,6	2,5	mean values	
	5	5	7,5	9	5	7,5	1	2	3	professionals' ranking	
professionals	2,38	2,38	2,25	2,13	2,38	2,25	3	2,63	2,5	mean values	
	9	1	3	5	6,5	3	8	6,5	3	officials' ranking	
officials	2,18	3,27	3,09	2,91	2,82	3,09	2,55	2,82	3,09	mean values	
	7,5	5	9	5	5	2,5	2,5	7,5	1	academicians' ranking	
academicians	1,6	1,8	1,4	1,8	1,8	2	2	1,6	2,5	mean values	
SPEARMAN TEST - A											
						A-P		P-O		A-O	
		A	P	O		D	D2	D	D2	D	D2
	q1	7,5	5	9		2,5	6,25	-4	16	-1,5	2,25
	q2	5	5	1		0	0	4	16	4	16
	q3	9	7,5	3		1,5	2,25	4,5	20,3	6	36
	q4	5	9	5		-4	16	4	16	0	0
	q5	5	5	6,5		0	0	-1,5	2,25	-1,5	2,25
	q6	2,5	7,5	3		5	25	4,5	20,3	-0,5	0,25
	q7	2,5	1	8		1,5	2,25	-7	49	-5,5	30,25
	q8	7,5	2	6,5		5,5	30,3	-4,5	20,3	1	1
	q9	1	3	3		-2	4	0	0	-2	4
							86		160		92
						*	6		6		6
							516		960		552
						/					
							720		720		720
						=					
							0,72		1,33		0,77
						1-					
						$r_s =$	0,28		-0,3		0,23

5.4.2. Questionnaire – B

In Questionnaire – B, eight constraining factors concerning the perception of the existing project management were ranked and asked the expert groups to weight the importance level of each factor. The groups' responses scattered for each question as following;

1. Insistence on traditional project management methods;

Academicicians;

40 % of academicicians marked the significance level of insistence on traditional project management methods as "5" which means very important. 40 % of them weighted it as "4" which means important and 20 % of them marked it as "3" which means intermediate. Academicicians' mean value is 3, 80 and standard deviation is 0, 84.

Professionals;

57,14 % of professionals think this factor is very important as a constraint. 14, 28 % of them see it as an important constraint factor. According to 28, 56 % of them, its significance level is intermediate. Mean value emerging from professionals' responses is 4, 29 and standard deviation is 0, 95.

Officials;

57, 14 % of officials responded the question as "5" which means very important. 28, 56 % of them pointed out "4" which means important. And 14, 28 % of them designated its level as "3" which means intermediate. Officials' mean value is 4, 43 and standard deviation is 0, 79.

From officials and professionals viewpoint, insistence on traditional project management methods is an important constraining factor. Academicicians weight it less than the officials and professionals. It may be due to that officials and professionals can take place in practice more than academicicians and, therefore, may have troubles about traditional management methods.

2. Lack of Experienced and Qualified Project Management Practitioners;

Academicicians;

40 % of academicicians think this factor's significance level as very important which is represented with the number "5". 40 % of them weighted it as "4" which expresses the significance level of the factor as important. According to 20 % of them, its significance level is intermediate which is represented with the number "3". Mean value emerging from academicicians' responses is 4, 20 and standard deviation is 0, 84.

Professionals;

57, 14 % of professionals weighted the significance level of lack of experienced and qualified project management practitioners as “4” which means important. 42, 86 % of them weighted it as “3” that means intermediate. Professionals’ mean value is 3, 57 and standard deviation is 0, 53.

Officials;

57, 14 % of officials responded the question as “4” that means important. 14, 28 % of them pointed out “5” that means very important. 14, 29 % of them marked “3” that means intermediate. And 14, 29 % of them designated its level as “2” that refers to a level between intermediate and unimportant. Officials’ mean value is 3, 71 and standard deviation is 0, 95.

Academicians see the factor more considerable than the others. In this question, even officials and professionals weighted the factor considerable; they might subjectively judge the factor less important than academicians because of their roles in management of urban design process. If they weighted it as very important then they would reject their effectiveness.

3. Insufficiency in the number of project management companies;

Academicians;

40 % of academicians weighted significance level of this factor as very important which is represented with the number “5”. 40 % of them weighted it as “2” which means the factor is not so important. According to 20 % of them, its significance level is intermediate which is represented with the number “3”. Mean value emerging from academicians’ responses is 3, 40 and standard deviation is 1, 52.

Professionals;

42, 86 % of professionals weighted the significance level of insufficiency in the number of project management companies as “4” which means important. 28, 56 % of them weighted it as “3” that means intermediate. And 14, 29 % of them designated its level as “2” that refers to a level between intermediate and unimportant. Professionals’ mean value is 3, 57 and standard deviation is 0, 98.

Officials;

42, 86 % of officials marked the factor’s significance level as “4” that means important. 28, 57 % of them pointed out “5” that means very important. 28, 57 % of them marked “3” that means intermediate. Officials’ mean value is 4, 00 and standard deviation is 0, 82.

Academicians do not agree with each other. The distribution of the responses in each group spreads wide intervals. This shows that there may be an ambiguity about significance level of the factor. This ambiguity might arise from lack of knowledge about project management companies.

4. Distorted relationships with clients;

Academicians;

50 % of academicians marked the significance level of distorted relationships with clients as “4” which means important. 50 % of them weighted it as “3” which means intermediate. Academicians’ mean value is 3, 50 and standard deviation is 0, 58.

Professionals;

57,14 % of professionals think that the significance level of this factor is below intermediate level. 14, 28 % of them weighted it as “3” which means intermediate. According to 28, 56 % of them, its significance level is “4” which means important. Mean value emerging from professionals’ responses is 2, 71 and standard deviation is 0, 95.

Officials;

42, 86 % of officials weighted the factor’s significance level as “3” which means intermediate. 28, 56 % of them pointed out “4” which means important. 14, 28 % of them designated its level as “2” which means intermediate. And 14, 28 % of them weighted it with the number “5” which means very important. Officials’ mean value is 4, 43 and standard deviation is 0, 79.

Professionals find the factor less considerable than the others because they might see this issue as their own incapability. Therefore, they would not want to accept it as very important. However, all groups’ responses accumulated near the number “3” which means intermediate.

5. Organizational structure of project management companies;

Academicians;

50 % of academicians weighted the significance level of the organizational structure of project management companies as “3” which means intermediate. 25 % of them marked it as “4” which means important. 25 % of them weighted it as “2” which refers to a level between intermediate and unimportant. Academicians’ mean value is 3, 00 and standard deviation is 0, 58.

Professionals;

57, 14 % of professionals marked the significance level of this factor as “4” which means important. 14, 28 % of them weighted it as “3” which means intermediate. According to 28, 56 % of them, its significance level is “5” which means very important. Mean value emerging from professionals’ responses is 4, 14 and standard deviation is 0, 69.

Officials;

57, 14 % of officials weighted the factor’s significance level as “3” which means intermediate. 28, 56 % of them pointed out “4” which means important. 14, 28 % of them designated its level as “1” which means unimportant. Officials’ mean value is 3, 00 and standard deviation is 1, 00.

Professionals see the organization structure of project management companies more considerable than the others. The other expert groups think its significance level as intermediate level and below the intermediate level. Professionals may know more than the others about the effects of organizational structure of project management companies and therefore, they might regard this more.

6. Lack of coordination and cooperation with other professionals:

Academics;

80 % of academics think the factor is very important. 20 % of them marked it as “4” which means important. Academics’ mean value is 4, 80 and standard deviation is 0, 58.

Professionals;

71,42 % of professionals marked the significance level of this factor as intermediate which is represented with the number “3”. 14, 29 % of them weighted it as “4” which means important level. According to 14, 29 % of them, its significance level is “5” which means very important. Mean value emerging from professionals’ responses is 3, 43 and standard deviation is 0, 79.

Officials;

57, 14 % of officials weighted the factor’s significance level as “5” which means very important. 42, 86 % of them pointed out “4” which means important. Officials’ mean value is 4, 57 and standard deviation is 0, 53.

Academics and officials see that coordination and cooperation among the professionals is very important for management of urban design projects. Academics may judge the issue with idealistic viewpoint and officials may want to employ the

process carefully for a successful product. Therefore they may agree with each other. Professionals may claim that this factor is not so important because they might experience the cooperation and coordination more than the others and, so, might see the factor less influential.

7. Disregarding or Misunderstanding of the roles and responsibilities of project management

Academicians;

60 % of academicians weighted the significance level of the factor as “4” which refers to important. 40 % of them marked it as “5” which means very important. Academicians’ mean value is 4, 40 and standard deviation is 0, 58.

Professionals;

85, 71 % of professionals marked the significance level of this factor as “3” which means intermediate. 14, 28 % of them weighted it as “5” which means very important. Mean value emerging from professionals’ responses is 3, 29 and standard deviation is 0, 76.

Officials;

42, 86 % of officials weighted the factor’s significance level as “3” which means intermediate. 42, 86 % of them pointed out “4” which means important. 14, 28 % of them designated its level as “5” which means very important. Officials’ mean value is 3, 71 and standard deviation is 0, 76.

From academicians’ viewpoint, ‘disregarding or misunderstanding of the roles and responsibilities of project management’ is one of the considerable constraining factors. Most of professionals and a huge number of officials see the factor as less considerable. This may be due to that academician thinks the concepts analytically and wants to explain them in detail. Clear definition of the roles and responsibilities would be very important for them. Therefore, they might judge the factor as very important.

8. Lack of a Strong National Project Management;

Academicians;

60 % of academicians weighted the significance level of the factor as “4” which refers to important level. 20 % of them marked it as “5” which means very important. 20 % of them weighted it as “3” which refers to intermediate level. Academicians’ mean value is 4, 00 and standard deviation is 0, 71.

Professionals;

57, 14 % of professionals marked the significance level of this factor as “3” which means intermediate. 14, 28 % of them weighted it as “4” which means important. According to 14, 28 % of them, its significance level is “2” which refers to a level between intermediate and unimportant. Mean value emerging from professionals’ responses is 3, 29 and standard deviation is 0, 95.

Officials;

57, 14 % of officials weighted the factor’s significance level as “5” which means very important. 28, 56 % of them pointed out “4” which means important. And 14, 29 % of them marked the factor as “3” which refers to intermediate level. Officials’ mean value is 4, 43 and standard deviation is 0, 79.

Many of professionals think that the lack of a strong national project management association is not very considerable as a constraining factor. Many of academicians see it important and many of officials see it very important. Academicians and officials judgments could result from that they might believe institutional entity for any profession would be very useful to promote the profession. Professionals may think that such entities would make the existing practice more difficult with new obstructions coming up together.

5.4.3. Questionnaire – C

In Questionnaire – C, nine constraining factors concerning the specification of urban design process and user satisfaction were ranked and asked the expert groups to weight the importance level of each factor. The groups’ responses scattered for each question as following;

1. Lack of effort to improve the conscious of using urban design for enhancement of urban quality;

Academicians;

60 % of academicians weighted the significance level of the factor as “5” which refers to the level of very important. 20 % of them marked it as “4” which means important. 20 % of them weighted it as “3” which refers to intermediate level. Academicians’ mean value is 4, 40 and standard deviation is 0, 89.

Professionals;

57, 14 % of professionals marked the significance level of this factor as “4” which means important. 28, 57 % of them weighted it as “5” which means very important. According to 14, 29 % of them, its significance level is “3” which refers to intermediate level. Mean value emerging from professionals’ responses is 4, 00 and standard deviation is 0, 58.

Officials;

71, 43 % of officials weighted the factor’s significance level as “4” which means important. 14, 29 % of them pointed out “5” which means very important. And 14, 29 % of them marked the factor as “3” which refers to intermediate level. Officials’ mean value is 4, 71 and standard deviation is 0, 49.

Lack of effort to improve the conscious of using urban design for enhancement of urban quality is a considerable issue as a constraining factor for all expert groups. We can accept that expert groups want to improve the conscious for urban quality.

2. The direction and influences of local governments in urban design process;

Academicicians;

60 % of academicicians weighted the significance level of the factor as “5” which refers to the level of very important. 20 % of them marked it as “4” which means important. 20 % of them weighted it as “3” which refers to intermediate level. Academicicians’ mean value is 4, 40 and standard deviation is 0, 89.

Professionals;

42, 86 % of professionals marked the significance level of this factor as “3” which refers to intermediate level. 42, 86 % of them weighted it as “2” which refers to the level between intermediate and unimportant. According to 14, 29 % of them, its significance level is “4” which means important. Mean value emerging from professionals’ responses is 2, 71 and standard deviation is 0, 76.

Officials;

57, 14 % of officials weighted the factor’s significance level as “4” which means important. 14, 29 % of them pointed out “5” which means very important. And 28, 56 % of them marked the factor as “3” which refers to intermediate level. Officials’ mean value is 3, 86 and standard deviation is 0, 69.

Many of academicicians and officials think that this factor is considerable as a constraint. However, professional weighted it as less considerable. This might be due to they might be pleased with existing urban design practice.

3. Lack of legal arrangements for providing that urban design takes place in the body of current law;

Academicians;

60 % of academicians weighted the significance level of the factor as “5” which refers to the level of very important. 20 % of them marked it as “4” which means important. 20 % of them weighted it as “3” which refers to intermediate level. Academicians’ mean value is 4, 40 and standard deviation is 0, 89.

Professionals;

42, 86 % of professionals marked the significance level of this factor as “3” which refers to intermediate level. 42, 86 % of them weighted it as “4” which refers to the level of important. According to 14, 29 % of them, its significance level is “5” which means very important. Mean value emerging from professionals’ responses is 3, 71 and standard deviation is 0, 76.

Officials;

57, 14 % of officials weighted the factor’s significance level as “5” which means very important. 42, 86 % of them pointed out “4” which means very important. Officials’ mean value is 4, 57 and standard deviation is 0, 53.

Although professionals weighted the factor as relatively less considerable, all expert groups think that lack of arrangements for providing that urban design takes place in the body of current law is an important issue required to be solved.

4. Time problems due to legal issues arising owing to fragmented texture of land ownership;

Academicians;

60 % of academicians marked the significance level of the factor as “3” which refers to intermediate level. 20 % of them weighted it as “4” which means important. And 20 % of them marked it as “5” which means very important. Academicians’ mean value is 3, 60 and standard deviation is 0, 89.

Professionals;

71, 43 % of professionals think that the significance level of this factor is important level which is represented with the number “4”. And according to 28, 56 % of them, its significance level is “5” which means very important. Mean value emerging from professionals’ responses is 4, 29 and standard deviation is 0, 49.

Officials;

57, 14 % of officials weighted the factor's significance level as "4" which means important. 28, 56 % of them pointed out "5" which means very important. 14, 28 % of them designated its level as "3" which means intermediate. Officials' mean value is 4, 14 and standard deviation is 0, 69.

Professionals and officials may think the problems pointed out by this factor as a reason for congestion in urban design process and therefore, find it very considerable. Academicians see it less considerable. This may be due to that they may think the activity of urban design could generate such problems. Therefore, these problems would naturally be in urban design process and inevitably be solved. There are some tools for solving the problem, so, this factor would not be effective to constrain the development of project management.

5. The difficulties felt by the time of establishing a wide satisfactory platform for the consensus of different interest groups;

Academicians;

80 % of academicians weighted the significance level of the factor "4" which means important. 20 % of them marked it as "5" which refers to the level of very important. Academicians' mean value is 4, 20 and standard deviation is 0, 53.

Professionals;

57, 14 % of professionals marked the significance level of this factor as "4" which means important. 28, 57 % of them weighted it as "3" which means intermediate. According to 14, 29 % of them, its significance level is "5" which means very important. Mean value emerging from professionals' responses is 3, 71 and standard deviation is 0, 95.

Officials;

57, 14 % of officials weighted the factor's significance level as "4" which means important. 42, 86 % of them pointed out "5" which means very important. Officials' mean value is 4, 43 and standard deviation is 0, 53.

All experts groups accept the importance of the difficulties felt by the time of establishing a wide satisfying platform for the consensus of different interest groups. We can take this factor one of the most important constraints which can be confronted in management process of urban design projects.

6. Deficiencies of authority/power required to be given to the project management teams;

Academicians;

60 % of academicians weighted the significance level of factor as “3” which refers to intermediate level. 40 % of them marked it as “5” which refers to the level of very important. Academicians’ mean value is 3, 80 and standard deviation is 1, 10.

Professionals;

71, 42 % of professionals marked the significance level of this factor as important which is represented with the number “4”. 14, 29 % of them weighted it as “5” which means it is at very important level. According to 14, 29 % of them, its significance level is “3” which means it is at intermediate level. Mean value emerging from professionals’ responses is 4, 00 and standard deviation is 0, 58.

Officials;

57, 14 % of officials weighted the factor’s significance level as “4” which means important. 14, 29 % of them pointed out “3” which means intermediate. And 28, 57 % of them pointed out “5” which means it is very important. Officials’ mean value is 4, 14 and standard deviation is 0, 69.

Academicians weighted this factor as less considerable differing from officials and professionals. Officials and professionals think it is important. It might due to that they actively take roles in urban design process more than academicians and, therefore, may feel the troubles about this issue.

7. Lack of coordination;

Academicians;

60 % of academicians weighted the significance level of the factor as “5” which means very important. 40 % of them marked it as “4” which means important. Academicians’ mean value is 4, 60 and standard deviation is 0, 55.

Professionals;

42, 86 % of professionals marked the significance level of this factor as “3” which means intermediate. 42, 86 % of them weighted it as “4” which means important. And according to 14, 28 % of them, its significance level is “2” which refers to the level between intermediate and unimportant. Mean value emerging from professionals’ responses is 3, 29 and standard deviation is 0, 76.

Officials;

71, 43 % of officials weighted the factor's significance level as "5" which means very important. 28, 57 % of them pointed out "3" which refers to intermediate level. Officials' mean value is 4, 43 and standard deviation is 0, 98.

Professionals think the factor less considerable. The other expert groups see that lack of coordination is an important factor constraining the development of project management in urban design practice. Professionals judgments may result from that they may think coordination could be provided although it may not be very good.

8. Regional protectionism/ natural and historical preservation;

Academicians;

75 % of academicians weighted the significance level of regional protectionism as "3" which means very important. 25 % of them marked it as "4" which means important. Academicians' mean value is 3, 25 and standard deviation is 0, 50.

Professionals;

42, 86 % of professionals marked the significance level of this factor as "4" which means very important. 28, 56 % of them weighted it as "3" which means intermediate. And according to 28, 56 % of them, its significance level is "2" which refers to the level between intermediate and unimportant. Mean value emerging from professionals' responses is 3, 14 and standard deviation is 0, 90.

Officials;

57, 14 % of officials weighted the factor's significance level as "4" which means important. 28, 57 % of them pointed out "3" which refers to intermediate level. And 14, 29 % of them see its level as "5" which means very important. Officials' mean value is 3, 86 and standard deviation is 0, 69.

Many of professional and officials think the factor is an important issue for development of project management in urban design practice. And many of academicians see the factor's significance level as intermediate. It may due to that they think this factor as a guide but not a constraint.

7. Bureaucratic obstructions;

Academicians;

40 % of academicians weighted the significance level of the factor as "5" which means very important. 20 % of them marked it as "4" which means important. And 40 % of them see its significance level as "3" which refers to intermediate level. Academicians' mean value is 4, 00 and standard deviation is 1, 00.

Professionals;

71, 43 % of professionals marked the significance level of this factor as “4” which means important. 14, 29 % of them weighted it as “4” which means important. And according to 14, 28 % of them, its significance level is “5” which refers to the level of very important. Mean value emerging from professionals’ responses is 4, 00 and standard deviation is 0, 58.

Officials;

57, 14 % of officials weighted the factor’s significance level as “5” which means very important. 28, 57 % of them pointed out “4” which refers to the level of important. And 14, 29 % of them see its significance level as “3” which means intermediate. Officials’ mean value is 4, 43 % and standard deviation is 0, 79.

Many of all expert groups think that bureaucratic obstructions are very considerable factor constraining the development of project management in urban design practice.

In Questionnaire B and C, many of the responses are over “3”. This shows that these factors are seen as very important. However, Spearman tests of Questionnaire – B (Table 5.5.) reveal that;

- There is a negative relationship between academicians’ responses and professionals’ responses. . Their opinions are opposite to each other.
- There is a positive relationship between academicians’ responses and officials’ responses. They share same opinion about importance level of the constraint factors, exactly.
- There is almost no relationship between professionals’ responses and officials’ responses. They do not share same opinion about importance level of the constraint factors.

And Spearman tests of Questionnaire – C (Table 5.6.) reveal that;

- There is a negative and weak relationship between academicians’ responses and professionals’ responses. . Their opinions are opposite to each other.
- There is positive relationship between professionals’ responses and officials’ responses but not very strong. They share same opinion a little bit about importance level of the constraint factors.
- There is a positive and relatively strong relationship between academicians’ responses and officials’ responses. They share same opinion about importance level of the constraint factors.

Table: 5.6. Spearman test of Questionnaire –C and mean values of the constraining factors concerning the specifications of urban design process and user satisfaction

	q1	q2	q3	q4	q5	q6	q7	q8	q9		
	3	3	3	8	5	7	1	9	6	academicians' ranking	
academicians	4,4	4,4	4,4	3,6	4,2	3,8	4,6	3,25	4	mean values	
	3	9	6	1	5	3	7	8	3	professionals' ranking	
professionals	4	2,71	3,71	4,29	3,86	4	3,29	3,14	4	mean values	
	1	8	2	6,5	4	6,5	4	9	4	officials' ranking	
officials	4,71	3,86	4,57	4,14	4,43	4,14	4,43	3,57	4,43	mean values	
	3	3	3	8	5	7	1	9	6	academicians' ranking	
academicians	4,4	4,4	4,4	3,6	4,2	3,6	4,6	3,25	4	mean values	
C											
SPEARMAN TEST											
						A-P		P-O		A-O	
		A	P	O		D	D ²	D	D ²	D	D ²
	q1	3	3	1		0	0	2	4	2	4
	q2	3	9	8		-6	36	1	1	-5	25
	q3	3	6	2		-3	9	4	16	1	1
	q4	8	1	6,5		7	49	-5,5	30,3	1,5	2,25
	q5	5	5	4		0	0	1	1	1	1
	q6	7	3	6,5		4	16	-3,5	12,3	0,5	0,25
	q7	1	7	4		-6	36	3	9	-3	9
	q8	9	8	9		1	1	-1	1	0	0
	q9	6	3	4		3	9	-1	1	2	4
							156		75,5		46,5
						*	6		6		6
							936		453		279
						/					
							720		720		720
						=					
							1,3		0,63		0,39
						1-					
						r _s =	-0,3		0,37		0,61

CHAPTER 6

CONCLUSION

6.1. Conclusions and Recommendations

The objective of this study is to identify and analyze the current situation of project management concepts in urban design practice. In this frame, we analyzed the constraining factors for the development and effective usage of project management tools in urban design field.

Study also underlines the fact that urban design projects with well employed project management processes and functions enables practitioners to attain high quality and productivity levels for built environment. For establishing the objective of the study, we developed a methodology considering all aspects of the problem.

Methodology covers a through literature review and elicitation of expert opinion via interviews and a modified Delphi method. Total of 26 experts from diverse backgrounds participated to the investigation. (i.e., 16 architects, 8 city planners, 2 civil engineer and / among architects; 3 of them are academicians, 7 of them are professionals, 6 of them are officials / among city planners; 3 of them academicians are academicians, 2 of them are professionals and 3 of them are officials and / both civil engineers are officials)

It is possible to draw following conclusions from findings and analysis of interviews and Delphi results;

- Interviews with 12 experts show that;
 1. Project management tools and concepts are not known very well in urban design practice of Turkey. Project management is not embodied in urban design practice as an institutional entity and systematic approach. Project management functions are fulfilled in a manner which is conventional and non-scientific.
 2. There is no sufficient consciousness level to employ urban design process for enhancement of urban quality.

3. In Turkey's urban design practice, the lack of vision and sense for improving urban policies are very important issues to identify the framework of urban design process and manage the project systematically. The deep causes for this are still not clear.
 4. Practitioners deal with urban design projects in a sense which is far from improving integrated approach for an optimum (i.e., effective and efficient) solution. This causes the failure of coordination and cooperation.
 5. Bureaucracy obstructs running urban design process smoothly. In addition, organizational structures of local governments are not convenient to provide participation satisfactorily. There is a need for restructuring of local governments' organizational structure and regulations of project management teams for urban design activities.
 6. Conventional management practice is still widespread. Intuitive manners and personal-informal relations can be effective in management process.
 7. Existing body of current law does not involve regulations concerning urban design activities.
 8. Academicians, in addition to insufficiencies of the body of current law, emphasize that there is a need for a frame law enabling to prepare detailed 'urban design guidelines' which shape urban development and transformation.
 9. Officials state that the requirement of supporting the background of technical personnel with educational seminars to obtain the quality and increase the productivity.
 10. Professionals express the importance of respect to profession and they state that in the current environment project management procedures can not run in a sense of professionalism.
- Delphi Process with experts groups reveals that;

Questionnaire – A in which project management functions were asked to expert groups to weight them for their importance level, shows that project management concepts and tools are not being utilized efficiently and therefore, has been failed in Turkey's urban design practice.

Academicians are more pessimistic about project management functions success level. They might see the issue from a more idealistic viewpoint. They designate that

the levels of integration management, scope management, time management, cost management, quality management and risk management are between bad and very bad, human resource management and communication management are bad and procurement management is between bad and neutral.

Professionals put communication management in the level of neutral and the other project management functions between middling level and bad level.

Officials are more optimistic about project management functions success level. Due to that they undertake major roles in the management of urban design projects on behalf of local governments, their judgments may be more optimistic. According to them, integration management, cost management, quality management, communication management, and risk management are between neutral level and bad level, and, scope management, human resource management, time management, and procurement management are between neutral and good level.

Questionnaire – B in which constraining factors concerning perception of existing project management understanding were asked to expert groups to weight the significance level of the questions. According to this;

- All expert groups think that insistence on traditional project management methods is a rather important constraint factor. Academicians care it less than officials and professionals. It may be due to that officials and professionals can take place in practice more than academicians and, therefore, may confront troubles about traditional management methods.
- Lack of experienced and qualified project management is important constraint factor but not as well as insistence on traditional project management methods.
- Insufficiencies in the number of project management companies caused a divergence among academicians. And they could not provide a consensus among each other. On the other hand, officials and professionals mostly pointed out its significance level as important.
- Professionals do not think that ‘distorted relations with clients’ are so important. According to them, its significance level is below intermediate level. Officials and academicians regard it more than professionals and think its level as remarkable.
- For professionals, organizational structure of project management companies is an important issue to consider while identifying the factors constraining the development of professional project management in urban design practice. On

the other side, officials and academicians see it less considerable. Officials and academicians may think that organizational structure of urban design activity is more important than organizational structure of project management companies.

- According to academicians and officials, coordination and cooperation among the professionals who take role in urban design process is very important for urban design project management. Professionals see this less considerable. There is no reason for not thinking that professionals, in a subjective manner, may not want to express their own insufficiency about coordination and cooperation through weighting this factor as very important.
- Academicians see the 'misunderstanding of the roles and responsibilities of project management' as one of the very considerable constraints. On the other side, professionals and officials do not think it very important.
- Lack of a strong national project management association is not so important for professionals. Academicians and officials regard it. They might think that such institutional entities would be helpful to identify the authorities, responsibilities and to define the tasks. On the other side, professionals might think that such entities would not be useful and make the existing practice more difficult with new obstructions.

Questionnaire – C in which constraining factors concerning the specifications of urban design process and user satisfaction were asked to expert groups to weight the significance level of the questions. And according to this;

- Lack of effort to improve the conscious of using urban design for enhancement of urban quality is accepted as very important issue by all expert groups, while considering the factors constraining the development of professional project management in urban design practice.
- Lack of legal arrangements for providing that urban design takes place in the body of current law is one of the important issues required to be dealt with for definition of the place of urban design. This would be useful to develop project management in urban design practice through removing the ambiguities about the process.
- All expert groups are in a consensus about the difficulties felt by the time of establishing a wide satisfactory platform for the consensus of different interest

groups. They probably think that this issue can be considered as a constraint which can be confronted in the management of urban design projects.

- Bureaucratic obstructions are one of the important factors about which all expert groups are in a consensus.
- According to academicians and officials, lack of coordination is an important issue to be exceeded in urban design project management. Professionals think the lack of coordination less considerable. According to professionals, coordination in current practice could be provided, therefore, it would not be a problem in the management urban design projects.
- Professionals and officials think that regional protectionism/natural and historical preservation is an important constraining factor. However, academicians consider it less important. It may be due to that academicians might see this factor as a guide but not a constraint.
- Deficient authority/power of project management teams is found as considerable constraining factor by professionals and officials. On the other side, academicians think it less considerable. Officials and professionals take place in urban design practice more than academicians; therefore they may feel the troubles of deficient authority of project management teams.
- According to professionals and officials, time problem due to legal issues arising owing to fragmented texture of land ownership is one of the important constraining factors. According to academicians, it is not so important. Academicians may think that urban design activity naturally generates such problems; however, there are some legal tools for solving these problems.
- Academicians and officials think that the 'direction and influence of local governments in urban design process' are important. However, professionals regard this issue less than the other expert groups. This might be due to professionals might be pleased with existing urban design practice.

- Concluding remarks and recommendations for further research;

In this study, we can simply express that there are some insufficiencies lived through investigation phase. It was due to restricted time, lack of more investigators who carry out the investigation and difficulties of reaching more respondents for each expert group. We could sample opinion among a few respondents.

In addition to this, while determining the profiles of respondents; we could have been more sensitive and careful. In spite of everything, we hopefully think that the experts responded the questionnaires according to the best of their knowledge.

For further research, following topics can be investigated:

- A model of project management for urban design projects
- The tools of supplying financial resources to urban design projects
- Urban environmental quality management system
- The ways for the improvement of cities' organizing capacity.

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Appendix A
INTERVIEW QUESTIONS

ROPÖRTAJ SORULARI

1. Kendinizi tanıtır mısınız?
2. Kaç yıldır mesleğinizi icra ediyorsunuz?
3. Hangi kentsel tasarım projelerinde yer aldınız?(Akademisyenler, kurumsal çalışmalarını da ekleyebilirler)
4. Türkiye'deki kentsel tasarım uygulamalarını ve kent için önemini nasıl görüyorsunuz?
5. Proje uygulama sürecinde karşılaşılan sıkıntılar nelerdir?
6. Uygulamayı yöneten, kurumsal olarak da mevcut bir proje yönetim ekibi var mıydı?
7. Proje yönetim ekibinin karşılaştığı sorunlar nelerdi? Proje yönetimi açısından sergiledikleri yaklaşım ve uygulamaları nelerdi?
8. Proje yönetiminin -profesyonel olarak- Türkiye'deki kentsel tasarım sürecindeki yeri nedir?
9. Proje yönetiminin profesyonel olarak uygulanmasında sizce sınırlayıcı faktörler nelerdir?
10. Kentsel tasarım projelerine özgü olarak proje yönetimine ilişkin karşılaşılan sorunlar ve kısıtlayıcı faktörler var mıdır? (Farklı alanlarda veya genel olarak ortaya çıkabilecek olan sorunlar ve faktörlerin dâhilinde...?)
11. Hukuksal süreçte yaşanan problemler nelerdir? (bürokratik engellemeler, bölgesel korumacılık –tarihi ve doğal SİY-, yasal mevzuat, mülkiyet sorunu vs...)
12. Bunlar dâhilindeki faktörler nelerdir? (Kültür, sosyal psikoloji, toplumsal yapı gibi çevresel faktörlerin bir etkisi var mıdır?)
13. Anketimizi yanıtladıysanız önerilerinizi sunar mısınız?

Appendix B
QUESTIONNAIRE - A

ÝZMÝR YÜKSEK TEKNOLOJÝ ENSTÝTÜSÜ
EĞİTİM VE BÖLGE PLANLAMA BÖLÜMÜ

KENTSEL TASARIM PROGRAMI
ÝZMÝR

ARAŞTIRMA KONUSU;

“KENTSEL TASARIM SÜRECİNDE PROJE YÖNETİMİ”

ANKET-A

KENTSEL TASARIM PRATİĞİNDE PROJE YÖNETİMİ AÇISINDAN YETERLİLİK
KALINDIĞI DÜŞÜNÜLEN BİLGİ ALANLARININ TESTİ

Adı:

Şirket / Kurum:

Şirket / Kurum içi Pozisyonu:

Elde edilen sonuçların bir özetini ister misiniz?

Evet

Hayır

Tel / e-mail:

Lütfen her bir maddenin sađında bulunan 1-5 arası dereceden birini önem sırasına göre yuvarlak içine alarak işaretleyiniz. “1” en düşük etki derecesini, “5” en yüksek etki derecesini göstermektedir. Her bir maddenin puanlamasında sađlıklı bir kanaat oluşumunu sađlamak için ekte sunulan kısa bilgileri gözden geçirmeniz önemle tavsiye olunur.

1. Proje Bütünleşme Yönetimi (Ödeler arası eşgüdüm)	1	2	3	4	5
2. Proje Kapsam Yönetimi (Yalnız gerekli işlerin yapılması-proje kapsamının dışına çıkılmaması)	1	2	3	4	5
3. Proje Zaman Yönetimi (Projenin zamanında tamamlanması)	1	2	3	4	5
4. Proje Maliyet Yönetimi (Projenin maliyetinin hesaplanması ve bu maliyet sınırları içinde bitirilmesi)	1	2	3	4	5
5. Proje Kalite Yönetimi (Projenin kullanıcıların memnuniyetini sağlayacak niteliklerde oluşmasının sağlanması)	1	2	3	4	5
6. Proje İnsan Kaynak Yönetimi (Projede çalışan insanların görev tayini, organizasyonu ve verimliliklerinin artırılması)	1	2	3	4	5
7. Proje İletişim Yönetimi (Projedeki birimler ve insanlar arasında bilgi akışını sağlayacak iletişim ağının oluşturulması)	1	2	3	4	5
8. Proje Risk Yönetimi (Proje risklerinin tanımlanması ve etkilerinin en aza indirilmesinin sağlanması)	1	2	3	4	5
9. Proje Satın Alma Yönetimi (Projede ihtiyaç duyulan mal ve hizmetin yüklenici organizasyondan temini)	1	2	3	4	5

PROJE YÖNETİMİ BİLGİ ALANLARININ ÖZETİ

Proje Bütünleşme Yönetimi:

Proje Yönetiminde, projenin çeşitli ödelemlerinin doğru şekilde koordine edilmesini sağlamak için gereken işlemleri kapsayan bir alt gruptur. Bunları içerir:

- Proje planı geliştirme; diğer planlama işlemlerinin sonuçlarının alınarak tutarlı ve mantıklı bir doküman haline getirilmesi
- Proje planı yürütme; proje planında belirtilen aktivitelerin yerine getirilerek proje planının yürütülmesi
- Ayrışık değişiklik kontrolü; projenin tamamında değişikliklerin koordine edilmesi

Proje Kapsam Yönetimi:

Proje Yönetiminde, projenin başarıyla tamamlanması için gereken tüm işlemlerin ve yalnız gerekli olan işlemlerin yapılmasını sağlamak için gereken işlemleri kapsayan bir alt gruptur. Bunları içerir:

- Başlangıç organizasyonu, projenin bir sonraki safhasına başlamasını bildirmesi
- Kapsam planlama; gelecekteki proje kararları için temel oluşturacak yazılı bir kapsam raporunun geliştirilmesi
- Kapsam tanımlama; ana proje teslimatlarının küçük ve daha iyi idare edilebilir bileşenler halinde alt-gruplara bölünmesi
- Kapsam değişiklik kontrolü; proje kapsamındaki değişikliklerin kontrol edilmesi.

Proje Zaman Yönetimi:

Proje Yönetiminde, projenin zamanında tamamlanabilmesini sağlamak için gereken işlemleri kapsayan bir alt gruptur. Bunları içerir:

- Aktivite tanımlama; çeşitli proje teslimatlarının üretilebilmesi için mutlak yapılmaması gereken belirli aktiviteleri tanımlama
- Aktivite ardıllama (mantıksal ilişki ve sıra); etkileşimli bağımlılıkları tanımlama ve doküman etme
- Aktivite süre tahmini; her bir aktivitenin tamamlanması için gerekli olan çalışma sürelerini tahmin etme
- Program geliştirme; proje programı oluşturabilmek için aktivite sıralamasını, aktivite sürelerini ve kaynak gereksinimlerini analiz etme.
- Program kontrolü; proje programındaki değişiklikleri kontrol etme

Proje Maliyet Yönetimi:

Proje Yönetiminde, projenin zamanında tamamlanabilmesini sağlamak için gereken işlemleri kapsayan bir alt gruptur. Bunları içerir:

- Kaynak planlama; proje aktivitelerinin yürütülebilmesi için hangi kaynakların (insan, ekipman, malzeme) gerektiğinin ve hangi miktarda gerektiğinin belirlenmesi
- Maliyet tahmini; proje aktivitenin tamamlanabilmesi için gereken kaynakların maliyetlerinin yaklaşık olarak tahmini
- Maliyet bütçeleme; tüm maliyet tahmininin bireysel kalemlerine tahsis edilmesi
- Maliyet kontrolü; proje programındaki değişiklikleri kontrol etme

Proje Kalite Yönetimi:

Proje Yönetiminde, projenin yapıldığı sebebindeki ihtiyaçların tatminkar bir şekilde karşılanabilmesini sağlamak için gereken işlemleri kapsayan bir alt gruptur. Bunları içerir:

- Kalite planlama; hangi standartların proje ile ilgili olduğunun tanımlanması ve bunların nasıl tatmin edileceğinin belirlenmesi
- Kalite güvencesi; proje performansının düzenli olarak baştan sona değerlendirilerek, projenin ilgili standartları karşılayacağı güvencesinin sağlanması

- Kalite kontrol; belirli proje sonuçlarının incelenerek ilgili kalite standartlarına uygun olup olmadığının belirlenmesi ve tatminkar olmayan performansın sebeplerinin yok edilmesinin yollarının belirlenmesi

Proje İnsan Kaynak Yönetimi:

Proje Yönetiminde, proje ile ilgili çalışan insanların en etkin şekilde kullanımını sağlamak için gereken işlemleri kapsayan bir alt gruptur. Bunları içerir:

- Organizasyonel planlama; projede rollerin(görevlerin) sorumluluklarının ve raporlama ilişkilerinin belirlenmesi, belgelenmesi ve atanması.
- Personel temini; proje üzerinde çalışmak ve atanmak üzere ihtiyaç duyulan insan kaynağının temini
- Ekip geliştirme- proje performansını arttırmak için bireysel ve grup becerilerinin geliştirilmesi

Proje İletişim Yönetimi:

Proje Yönetiminde, proje ile ilgili bilgilerin zamanında ve uygun şekilde üretilmesi, toplanması, yayılması, depolanması, ve nihai olarak yerleştirilmesini sağlamak için gereken işlemleri kapsayan bir alt gruptur. Bunları içerir:

- İletişim planlama; proje aktiviteleri ile ilgili sorumlu kişilerin bilgi ve iletişimle ilgili ihtiyaçlarının belirlenmesi, yani, kimin hangi bilgiye ihtiyacı var, ne zaman ihtiyacı var ve bilgi ona nasıl iletilecek
- Bilgi dağıtım; proje aktiviteleri ile ilgili sorumlu kişilerin ihtiyacı olan bilgilerin zamanında temin edilmesi
- Performans raporlama;
- Yürürlük kapama;

Proje Risk Yönetimi:

Proje Yönetiminde, proje ile ilgili risklerin tanımlanması, analiz edilmesi ve karşı önlem alınmasını sağlamak için gereken işlemleri kapsayan bir alt gruptur. Bunları içerir:

- Risk tanımlama; projeyi etkileyebilecek risklerin hangileri olduğunun belirlenmesi ve her birinin özelliklerinin belgelenmesi
- Risk nicelleştirme; risklerin ve risk etkilerinin değerlendirilerek mümkün olabilecek proje sonuçlarına değer biçilmesi
- Risk karşılama yeteneklerinin geliştirilmesi; tehditlere karşı yanıtların ve fırsatların belirlenmesi
- Risk karşılama kontrolü; projenin gidişatı üzerindeki risk değişikliklerinin kontrolü

Proje Satın Alma Yönetimi:

Proje Yönetiminde, malların ve hizmetlerin uygulayıcı organizasyonunda temin edilmesini, alınmasını sağlamak için gereken işlemleri kapsayan bir alt gruptur. Bunları içerir:

- Satın alma planlama; neyin ne zaman alınacağını belirlemek
- Talep planlama; ürün ihtiyacının ve potansiyel alım kaynaklarının belirlenmesi
- Talep; hizmet bedellerinin, fiyatların, önerilerin, tekliflerin uygun olanlarının toplanması
- Kaynak seçimi; potansiyel satıcılar arasından seçim yapılması
- Sözleşme yönetimi; satıcı ile arasındaki ilişkilerin idaresi
- Sözleşme kapanış; açık kalan maddelerin çözümünü de içeren, sözleşme tamamlanması ve kesin hesap

Appendix C
QUESTIONNAIRE - B

ÝZMÝR YÜKSEK TEKNOLOJÝ ENSTÝTÜSÜ
MEHÝR VE BÖLGE PLANLAMA BÖLÜMÜ
KENTSEL TASARIM PROGRAMI
ÝZMÝR

ARA^aTIRMA KONUSU;

“KENTSEL TASARIM SÜRECÝNDE PROJE YÖNETÝMÝ”

ANKET-B

MEVCUT PROJE YÖNETÝM ANLAYI MEYLA ÝLGÝLÝ KISITLAYICI FAKTÖRLER

Adý:

^airket / Kurum:

^airket / Kurum içi Pozisyonu:

Elde edilen sonuçların bir özetini ister misiniz? Evet Hayır

Tel / e-mail:

Lütfen her bir maddenin sađında bulunan 1-5 arası dereceden birini önem sırasına göre yuvarlak içine alarak ifadeleyiniz. “1” en düşük etki derecesini, “5” en yüksek etki derecesini göstermektedir.

- | | | | | | |
|---|---|---|---|---|---|
| 1. Geleneksel yönetim anlayışında ısrar | 1 | 2 | 3 | 4 | 5 |
| 2. Deneyimli ve kalifiye proje yönetimi uygulamacıların eksikliği | 1 | 2 | 3 | 4 | 5 |
| 3. Proje yönetimini profesyonel olarak yapan şirket sayısı | 1 | 2 | 3 | 4 | 5 |
| 4. Müteri ilişkilerinde kopukluk, bozukluk | 1 | 2 | 3 | 4 | 5 |
| 5. Proje yönetimi yapan firmaların kendi yönetim yapıları | 1 | 2 | 3 | 4 | 5 |
| 6. Diğer mesleklerle koordinasyon ve kooperasyon eksikliği | 1 | 2 | 3 | 4 | 5 |
| 7. Proje yönetiminin işlevinin eksik veya yanlış anlaşılması | 1 | 2 | 3 | 4 | 5 |
| 8. Ulusal ve güçlü bir proje yönetim örgütünün eksikliği | 1 | 2 | 3 | 4 | 5 |
| 10. | 1 | 2 | 3 | 4 | 5 |
| 11. | 1 | 2 | 3 | 4 | 5 |

Appendix D
QUESTIONNAIRE - C

ÝZMÝR YÜKSEK TEKNOLOJÝ ENSTÝTÜSÜ
BEHÝR VE BÖLGE PLANLAMA BÖLÜMÜ
KENTSEL TASARIM PROGRAMI
ÝZMÝR

ARA^aTIRMA KONUSU;

“KENTSEL TASARIM SÜRECÝNDE PROJE YÖNETÝMÝ”

ANKET-C

KENTSEL TASARIM SÜRECÝ VE KULLANICI TATMÝNÝYLEÝLGÝLÝ KISITLAYICI
FAKTÖRLER

Adý:

^airket / Kurum:

^airket / Kurum içi Pozisyonu:

Elde edilen sonuçlarýn bir özetini ister misiniz? Evet Hayýr

Tel / e-mail:

Lütfen her bir maddenin sađýnda bulunan 1-5 arasý dereceden birini önem sırasýna göre yuvarlak içine alarak i°aretleyiniz. “1” en dü°ük etki derecesini, “5” en yüksek etki derecesini göstermektedir.

- | | | | | | |
|--|---|---|---|---|---|
| 1. Kentsel tasarým uygulamalarýn Türkiye’de kent kalitesini yükseltmek için etkin bir enstrüman olarak kullanýlması bilincinin gelişmemesi | 1 | 2 | 3 | 4 | 5 |
| 2. Kentsel tasarým sürecinde yerel yönetimlerin aktif rolü ve yönlendirmesi | 1 | 2 | 3 | 4 | 5 |
| 3. Yasal mevzuatta kentsel tasarým projelerinin önünü açacak düzenlemelerin yer almamasý | 1 | 2 | 3 | 4 | 5 |
| 4. Mülkiyet dokusundaki parçalarýktan doğabilecek hukuki sorunların neden olacağı zaman sorunu | 1 | 2 | 3 | 4 | 5 |
| 5. Farklı sýkar gruplarýn tatmin edecek gerekli bir uzlaşý zemininin tesis edilmesinde yararlanacak güçlük | 1 | 2 | 3 | 4 | 5 |
| 6. Proje yönetimi firmalarýn etkin bir otorite ile doğatılmamasý | 1 | 2 | 3 | 4 | 5 |

7. Koordinasyon eksikliđi	1	2	3	4	5
8. Bölgesel korumacı ılık (Tarihi ve dođal SÝT)	1	2	3	4	5
9. Bürokratik engellemeler	1	2	3	4	5
10.	1	2	3	4	5
11.	1	2	3	4	5
12.	1	2	3	4	5

Appendix E

QUESTIONNAIRE – B AND C (ROUND 2, FOR ACADEMICIANS)

ÝZMÝR YÜKSEK TEKNOLOJÝ ENSTÝTÜSÜ
DEHÝR VE BÖLGE PLANLAMA BÖLÜMÜ
KENTSEL TASARIM PROGRAMI
ÝZMÝR

ARAŞTIRMA KONUSU;

“KENTSEL TASARIM SÜR ECÝNDE PROJE YÖNETÝMÝ”

ANKET-B (Round-2)

MEVCUT PROJE YÖNETÝM ANLAYI İYLA İLGİLİ KISITLAYICI FAKTÖRLER

Adý:

Şirket / Kurum:

Şirket / Kurum İçi Pozisyonu:

Elde edilen sonuçların bir özetini ister misiniz? Evet Hayır

Tel / e-mail:

Lütfen her bir maddenin sađında bulunan 1-5 arası dereceden birini önem sırasına göre yuvarlak içine alarak işaretleyiniz. “1” en düşük etki derecesini, “5” en yüksek etki derecesini göstermektedir.

1. Geleneksel yönetim anlayışında sıralar 1 2 3 4 5
(ortalama: 3,33 standart sapma: 2,08.....sizin yanıtınız:.....)

2. Proje yönetimini profesyonel olarak yapan şirket sayısı 1 2 3 4 5
(ortalama: 3,33 standart sapma: 1,53.....sizin yanıtınız:.....)

Not: anketin 2. turunda akademisyenlere sorulmak üzere hazırlanmıştır

ÝZMÝR YÜKSEK TEKNOLOJÝ ENSTÝTÜSÜ
BEHÝR VE BÖLGE PLANLAMA BÖLÜMÜ
KENTSEL TASARIM PROGRAMI
ÝZMÝR

ARA^aTIRMA KONUSU;

“KENTSEL TASARIM SÜRECÝNDE PROJE YÖNETÝMÝ”

ANKET-C (Round-2)

KENTSEL TASARIM SÜRECÝ VE KULLANICI TATMÝNYÝLEÝLGÝLY KISITLAYICI
FAKTÖRLER

Adý:

^airket / Kurum:

^airket / Kurum içi Pozisyonu:

Elde edilen sonuçlarýn bir özetini ister misiniz?

Evet

Hayır

Tel / e-mail:

Lütfen her bir maddenin sađýnda bulunan 1-5 arasý dereceden birini önem sırasýna göre yuvarlak içine alarak i°aretleyiniz. “1” en dü°ük etki derecesini, “5” en yüksek etki derecesini göstermektedir.

1. Proje yönetimi firmalarýn etkin bir otorite ile donatılmamasý

1 2 3 4

5

(ortalama: 3,33 standart sapma: 1,53sizin yan ýtýnız:.....)

Not: anketin 2. turunda akademisyenlere sorulmak üzere haz ýrlanmýştýr.

Appendix F

QUESTIONNAIRE – B AND C (ROUND 2, FOR PROFESSIONALS)

ÝZMÝR YÜKSEK TEKNOLOJÝ ENSTÝTÜSÜ
BEHÝR VE BÖLGE PLANLAMA BÖLÜMÜ
KENTSEL TASARIM PROGRAMI
ÝZMÝR

ARA^aTIRMA KONUSU;

“KENTSEL TASARIM SÜR ECÝNDE PROJE YÖNETÝMÝ”

ANKET-B (Round-2)

MEVCUT PROJE YÖNETÝMANLAYI BEYLA ÝLE ÝLGÝLÝ KISITLAYICI FAKTÖRLER

Adý:

^airket / Kurum:

^airket / Kurum içi Pozisyonu:

Elde edilen sonuçlarýn bir özetini ister misiniz? Evet Hayýr

Tel / e-mail:

Lütfen her bir maddenin sađýnda bulunan 1-5 arasý dereceden birini önem sırasýna göre yuvarlak içine alarak i°aretleyiniz. “1” en dü°ük etki derecesini, “5” en yüksek etki derecesini göstermektedir.

1. Deneyimli ve kalifiye proje yönet imi uygulamacýlarýn eksikliði 1 2 3 4 5
(ortalama: 3,71 standart sapma: 1,10.....sizin yan ýtýnýz:.....)

2. Proje yönetiminin i°levinin eksik veya yanlýplanlaýlması 1 2 3 4 5
(ortalama: 3 standart sapma: 1,29sizin yan ýtýnýz:.....)

3. Ulusal ve güçlü bir proje yönetim örgütünün eksikliði 1 2 3 4 5
(ortalama: 3,15 standart sapma: 1,35.....sizin yan ýtýnýz:.....)

Not: anketin 2. turunda meslek adamlar ýna sorulmak üzere hazýrlanmýþtır.

ÝZMÝR YÜKSEK TEKNOLOJÝ ENSTÝTÜSÜ
BEHÝR VE BÖLGE PLANLAMA BÖLÜMÜ
KENTSEL TASARIM PROGRAMI
ÝZMÝR

ARA^aTIRMA KONUSU;

“KENTSEL TASARIM SÜRECÝNDE PROJE YÖNETÝMÝ”

ANKET-C (Round-2)

KENTSEL TASARIM SÜRECÝ VE KULLANICI TATMÝNYÝLEÝLGÝLY KISITLAYICI
FAKTÖRLER

Adý:

^airket / Kurum:

^airket / Kurum içi Pozisyonu:

Elde edilen sonuçlarýn bir özetini ister misiniz?

Evet

Hayır

Tel / e-mail:

Lütfen her bir maddenin sađýnda bulunan 1-5 arasý dereceden birini önem sırasýna göre yuvarlak içine alarak i°aretleyiniz. “1” en dü°ük etki derecesini, “5” en yüksek etki derecesini göstermektedir.

1. Yasal mevzuatta kentsel tasarým projelerinin önünü açacak

düzenlemelerin yer almamasý

1 2 3 4 5

(ortalama: 3,4 standart sapma: 1,14sizin yan ýtýnýz:.....)

2. Mülkiyet dokusundaki parçalýlýktan dođabilecek hukuki sorunlar ýn

neden olacađý zaman sorunu

1 2 3 4 5

(ortalama: 4,2 standart sapma: 1,30sizin yan ýtýnýz:.....)

3. Fark lý çýkar gruplarýný tatmin edecek ge niþ bir uz laþý

zemininin tesis edilmesinde ya panýlacak güçlük

1 2 3 4 5

(ortalama: 3,4 standart sapma: 1,34sizin yan ýtýnýz:.....)

4. Koordinasyon eksikliði

1 2 3 4 5

(ortalama: 3,6 standart sapma: 1,34sizin yan ýtýnýz:.....)

5. Bölgesel ko rumacýlık (Tarihi ve do đal SÝT)

1 2 3 4 5

(ortalama: 3 standart sapma: 1,58.....sizin yan ýtýnýz:.....)

Not: anketin 2. turunda meslek adamlar ýna sorulmak üzere hazýrlanmýþýr.

Appendix G

QUESTIONNAIRE – B AND C (ROUND 2, FOR OFFICIALS)

ÝZMÝR YÜKSEK TEKNOLOJÝ ENSTÝTÜSÜ
DEHÝR VE BÖLGE PLANLAMA BÖLÜMÜ
KENTSEL TASARIM PROGRAMI
ÝZMÝR

ARA^aTIRMA KONUSU;

“KENTSEL TASARIM SÜR ECÝNDE PROJE YÖNETÝMÝ”

ANKET-B (Round-2)

MEVCUT PROJE YÖNETÝM ANLAYI İYLA ÝLE ÝLGÝLÝ KISITLAYICI FAKTÖRLER

Adý:

^airket / Kurum:

^airket / Kurum içi Pozisyonu:

Elde edilen sonuçların bir özetini ister misiniz? Evet Hayır

Tel / e-mail:

Lütfen her bir maddenin sađında bulunan 1-5 arası dereceden birini önem sırasına göre yuvarlak içine alarak i°aretleyiniz. “1” en dü°ük etki derecesini, “5” en yüksek etki derecesini göstermektedir.

1. Deneyimli ve kalifiye proje yönet imi uygulamacýların eksikliđi 1 2 3 4 5
(ortalama: 3 standart sapma: 1,6.....sizin yan ýtýnýz:.....)

2. Proje yönet imini profesyonel olarak yapan ĩirket sayýsý 1 2 3 4 5
(ortalama: 3,75 standart sapma: 1,5sizin yan ýtýnýz:.....)

3. Mü°teri ili°kilerinde kopukluk, bozukluk 1 2 3 4 5
(ortalama: 3,75 standart sapma: 1,26.....sizin yan ýtýnýz:.....)

4. Proje yönet imi yapan firmaların kendi yönetim yapıları 1 2 3 4 5
(ortalama: 2,75 standart sapma: 1,50sizin yan ýtýnýz:.....)

Not: anketin 2. turunda yerel yönetimlerde çal ýřan uzmanlara sorulmak üzere haz ýrlanmýřtır.

ÝZMÝR YÜKSEK TEKNOLOJÝ ENSTÝTÜSÜ
BEHÝR VE BÖLGE PLANLAMA BÖLÜMÜ
KENTSEL TASARIM PROGRAMI
ÝZMÝR

ARA^aTIRMA KONUSU;

“KENTSEL TASARIM SÜRECÝNDE PROJE YÖNETÝMÝ”

ANKET-C (Round-2)
KENTSEL TASARIM SÜRECÝ VE KULLANICI TATMÝNYÝLEÝLGÝLY KISITLAYICI
FAKTÖRLER

Adý:

^airket / Kurum:

^airket / Kurum içi Pozisyonu:

Elde edilen sonuçlarýn bir özetini ister misiniz? Evet Hayýr

Tel / e-mail:

Lütfen her bir maddenin sađýnda bulunan 1-5 arasý dereceden birini önem sırasýna göre yuvarlak içine alarak i^oaretleyiniz. “1” en dü^oük etki derecesini, “5” en yüksek etki derecesini göstermektedir.

1. Fark ly çýkar gruplarýný tatmin edecek ge niş bir uz laşý
zemininin tesis edilmesinde ya lanýlacak güçlük 1 2 3 4 5
(ortalama: 4 standart sapma: 1,41.....sizin yan ýtýnýz:.....)

2. Proje yönet imi firmalarýnýn etkin bir otorite ile donat ýlmamasý 1 2 3 4
5
(ortalama: 3,75 standart sapma: 1,89.....sizin yan ýtýnýz:.....)

3. Bölgesel ko rumacýlık (Tarihi ve do đal SÝT) 1 2 3 4 5
(ortalama: 3,75 standart sapma: 1,50.....sizin yan ýtýnýz:.....)

Not: anketin 2. turunda yerel yönetimlerde çal ýşan uzmanlara sorulmak üzere haz ýrlanmýştýr.

Appendix H

QUESTIONNAIRE – B AND C (ROUND 3, FOR ACADEMICIANS)

ĐEHÝR VE BÖLGE PLANLAMA BÖLÜMÜ
KENTSEL TASARIM PROGRAMI
ÝZMÝR

ARA^aTIRMA KONUSU;

“KENTSEL TASARIM SÜR ECÝNDE PROJE YÖNETÝMÝ”

ANKET-B (Round-3)

MEVCUT PROJE YÖNETÝM ANLAYI ĐYLA ÝLGÝLÝ KISITLAYICI FAKTÖ RLER

Adý:

^airket / Kurum:

^airket / Kurum içi Pozisyonu:

Elde edilen sonuçlarýn bir özetini ister misiniz?

Evet

Hayır

Tel / e-mail:

Lütfen her bir maddenin sađýnda bulunan 1-5 arasý dereceden birini önem sırasýna göre yuvarlak içine alarak i°aretleyiniz. “1” en dü°ük etki derecesini, “5” en yüksek etki derecesini göstermektedir.

1. Proje yönetimini profesyonel olarak yapan irket sayýsý 1 2 3 4 5
(ortalama: 3,33 standart sapma: 1,53.....sizin yan ýtýnýz:.....)

Not: anketin 3. turunda akademisyenlere sorulmak üzere haz ýrlanmýştýr
ÝZMÝR YÜKSEK TEKNOLOJÝ ENSTÝTÜSÜ

H2

22

DEHİR VE BÖLGE PLANLAMA BÖLÜMÜ
KENTSEL TASARIM PROGRAMI
YÖZMİR

ARA TIRMA KONUSU;

“KENTSEL TASARIM SÜREÇİNDE PROJE YÖNETİMİ”

ANKET-C (Round-3)
KENTSEL TASARIM SÜREÇİ VE KULLANICI TATMİNİYLE İLGİLİ KISITLAYICI
FAKTÖRLER

Adı:

Şirket / Kurum:

Şirket / Kurum İçi Pozisyonu:

Elde edilen sonuçların bir özetini ister misiniz? Evet Hayır

Tel / e-mail:

Lütfen her bir maddenin sađında bulunan 1-5 arası dereceden birini önem sırasına göre yuvarlak içine alarak işaretleyiniz. “1” en düşük etki derecesini, “5” en yüksek etki derecesini göstermektedir.

1. Proje yönetimi firmalarının etkin bir otorite ile donatılmaması 1 2 3 4

5

(ortalama: 3,33 standart sapma: 1,53sizin yanıtınız:.....)

Not: anketin 3. turunda akademisyenlere sorulmak üzere hazırlanmıştır

Appendix I

QUESTIONNAIRE – B AND C (ROUND 3, FOR OFFICIALS)

ĐEHÝR VE BÖLGE PLANLAMA BÖLÜMÜ
KENTSEL TASARIM PROGRAMI
ÝZMÝR

ARA^aTIRMA KONUSU;

“KENTSEL TASARIM SÜR ECÝNDE PROJE YÖNETÝMÝ”

ANKET-B (Round-3)
MEVCUT PROJE YÖNETÝM ANLAYI ĐYLA ÝLGÝLÝ KISITLAYICI FAKTÖRLER

Adý:

^airket / Kurum:

^airket / Kurum içi Pozisyonu:

Elde edilen sonuçlarýn bir özetini ister misiniz? Evet Hayýr

Tel / e-mail:

Lütfen her bir maddenin sađýnda bulunan 1-5 arasý dereceden birini önem sırasýna göre yuvarlak içine alarak i^oaretleyiniz. “1” en dü^oük etki derecesini, “5” en yüksek etki derecesini göstermektedir.

1. Deneyimli ve kalifiye proje yönet imi uygulamacýlarýn eksikliđi 1 2 3 4 5
(ortalama: 3 standart sapma: 1,6.....sizin yan ýtýnýz:.....)

2. Proje yönetimi yapan firmalarýn kendi yönetim yapıları 1 2 3 4 5
(ortalama: 2,75 standart sapma: 1,50sizin yan ýtýnýz:.....)

Not: anketin 3. turunda yerel yönetimlerde çal ýþan uzmanlara sorulmak üzere haz ýrlanmýþtır.

ÝZMÝR YÜKSEK TEKNOLOJÝ ENSTÝTÜSÜ

DEHİR VE BÖLGE PLANLAMA BÖLÜMÜ
KENTSEL TASARIM PROGRAMI
YÖZMİR

ARA TIRMA KONUSU;

“KENTSEL TASARIM SÜREÇİNDE PROJE YÖNETİMİ”

ANKET-C (Round-3)
KENTSEL TASARIM SÜREÇİ VE KULLANICI TATMİNİYLE İLGİLİ KISITLAYICI
FAKTÖRLER

Adı:

Şirket / Kurum:

Şirket / Kurum İçi Pozisyonu:

Elde edilen sonuçların bir özetini ister misiniz? Evet Hayır

Tel / e-mail:

Lütfen her bir maddenin sađında bulunan 1-5 arası dereceden birini önem sırasına göre yuvarlak içine alarak işaretleyiniz. “1” en düşük etki derecesini, “5” en yüksek etki derecesini göstermektedir.

1. Bölgesel ko rumacılık (Tarihi ve dođal SİY) 1 2 3 4 5
(ortalama: 3,75 standart sapma: 1,50.....sizin yan ıtınız:.....)

Not: anketin 3. turunda yerel yönetimlerde çal ıřan uzmanlara sorulmak üzere haz ırlandı.