ERASMUS+ 2027 · THEMATIC PROFILE 34 OF 35

Future of Work, Leadership and Human Resources

Partner Identification Form · Ankara Yıldırım Beyazıt University (AYBU), Türkiye

Why include AYBU in your consortium? Leadership, HR and soft-skills training with rigorous survey-based evaluation. AYBU is a public university in Ankara with an Erasmus Charter for Higher Education and 28 Erasmus+ cooperation projects in the Commission's project database since 2014, 17 as coordinator. One contact for every thematic profile: Assoc. Prof. Dr. Musab Talha Akpınar, mtakpinar@aybu.edu.tr.

1. Five reasons specific to this theme

1. The most cited research group of the Business School, with several SSCI articles a year
2. Expertise in survey design, scale validation and causal modelling
3. Evidence on leadership and knowledge sharing in small firms
4. Courses on organisational behaviour and teamwork taught in English
5. Research on career success and developmental networks

2. Thematic institutional profile

Organisational behaviour and human resource management form the strongest publication cluster of the AYBU Business School. Its researchers publish in the Journal of Knowledge Management, the Journal of Managerial Psychology, the International Journal of Human Resource Management and Strategic Organization on leadership styles, knowledge sharing and hiding, green human resource management, career success, toxic leadership and psychological capital. The group designs surveys, validates scales and analyses mediation and moderation models, skills that translate into needs analyses and impact evaluation.

Relevant faculties, departments and centres

- Business School – Department of Management
- Career Planning and Management Research Centre
- Statistical Consultancy Research Centre

Research and training infrastructure

- Survey research capacity and access to firms
- Statistical consultancy

3. Relevant previous projects

Project number	Title	Action	Call	AYBU role	EU grant (project)	Status
101244836	BIAD - AI-Enabled Skill-Building for Tourism and Hospitality: Bridging the Industry-Academia Divide	Alliances for Education and Enterprises	2025	Partner	EUR 1 489 605	Ongoing

Source: European Commission, Erasmus+ project lists, export of 19.11.2026. Grant = total EU grant of the project as awarded.

4. Key academic experts

Expert	Unit	Relevance to this theme	Profile
Assoc. Prof. Dr. Emre Burak Ekmekçioğlu	Business School – Management (Management and Organisation)	Leadership, knowledge sharing, green HRM, employee behaviour	AVESIS
Prof. Dr. Hasan Engin Şener	Business School – Management (Management and Organisation)	Toxic leadership, psychological capital, HR management in the public sector	AVESIS
Asst. Prof. Dr. İsmail Çağrı Doğan	Business School – Management (Management and Organisation)	Managerial decision-making, developmental networks, academic careers	AVESIS
Assoc. Prof. Dr. Semih Ceyhan	Business School – Management (Management and Organisation)	Dynamic managerial capabilities; meaningful work	AVESIS
Res. Asst. Ahmet Şükrü Pampal	Business School – International Trade and Business	Innovative work behaviour; learning orientation	AVESIS
Res. Asst. Dr. Cansu Ergenç Özdaş	Business School – Management (quantitative methods and statistics)	Statistical modelling for organisational studies	AVESIS
Res. Asst. Firuze Yazıcıoğlu	Business School – Management (Management and Organisation)	Early-career member of the management and organisation team	AVESIS

Assoc. Prof. Dr. Emre Burak Ekmekçioğlu. Associate Professor of Management and Organisation and Vice Dean of the AYBU Business School, with 23 Scopus-indexed publications and a Scopus h-index of 9. He studies leadership, knowledge sharing, green human resource management and employees' environmental behaviour, mostly in small and medium-sized enterprises, and teaches organisational behaviour and teamwork. His survey and modelling expertise supports needs analysis and impact evaluation. Teaching covers organizational Behavior; Team Work and Group

Dynamics. Research record on AVESIS: 71 publications (23 in Scopus), Scopus h-index 9 (262 citations), Google Scholar h-index 19.

Prof. Dr. Hasan Engin Şener. Professor of Management and Organisation at the AYBU Business School, working on public administration, public policy analysis, strategic management and leadership. He has contributed to EU-supported and UNDP projects for Turkish ministries, leads an AYBU research project on the societal acceptance of AI in health and is an accredited external evaluator of the Turkish Higher Education Quality Council and an ISO 9001 internal auditor. Teaching covers strategic management, public administration and human resource management; also teaches at Ahmet Yesevi and Gazi universities.

Asst. Prof. Dr. İsmail Çağrı Doğan. Assistant Professor of Management and Organisation at the AYBU Business School, with ten Scopus-indexed articles in journals such as Strategic Organization and the International Journal of Hospitality Management. He maps strategic management research in hospitality through bibliometric analysis and studies managerial decision-making, academic careers and participatory management in universities, bringing strong evidence-review and research-design skills. Teaching covers management and organisation courses. Research record on AVESIS: 28 publications (10 in Scopus), Scopus h-index 6, Google Scholar h-index 10 (408 citations).

5. Keywords

future of work · leadership development · human resource management · knowledge sharing · employee wellbeing · green HRM · career development · soft skills · teamwork · organisational culture · psychological capital · innovative work behaviour · remote and digital work · talent management · survey-based evaluation

6. Alignment with Erasmus+ 2027

Transversal and soft skills for employability; quality of adult and vocational learning; wellbeing at work.

Relevant 2027 action	Deadline (Brussels time)	Grant per project	Role AYBU can take
Cooperation Partnerships in vocational education and training	9 March 2027, 12:00 Brussels time	Lump sum EUR 120 000, 250 000 or 400 000	Coordinator and partner
Cooperation Partnerships in adult education	9 March 2027, 12:00 Brussels time	Lump sum EUR 120 000, 250 000 or 400 000	Coordinator and partner
Cooperation Partnerships in higher education	9 March 2027, 12:00 Brussels time	Lump sum EUR 120 000, 250 000 or 400 000	Coordinator and partner
Alliances for Innovation	14 September 2027, 17:00 Brussels time	EUR 1 000 000 for a 2-year project, EUR 1 500 000 for a 3-year project (Lot 1); EUR 4 000 000 for a 4-year project (Lot 2) (Guide p. 322)	Partner or work-package leader; coordinator for a focused Lot 1

7. What AYBU can contribute

Contributions described here are potential contributions based on verified institutional capacity; they become commitments only in a signed proposal. Named experts are proposed on the basis of their published work and their participation in a given proposal is subject to their confirmation.

Potential project objectives

- Develop leadership and soft skills that support healthy, productive workplaces

- Prepare managers of small firms for digital and green change
- Provide evidence on which training changes behaviour

Potential activities

- Workplace surveys on leadership and skills needs
- Leadership and teamwork training
- Coaching for owner-managers
- Before-and-after evaluation

Work packages AYBU could lead or co-lead

- Needs analysis
- Training design
- Piloting in organisations
- Impact evaluation

Training modules AYBU could deliver

- Servant and supportive leadership
- Teamwork and group dynamics
- Managing knowledge in small firms

Potential deliverables

- Needs analysis report
- Training programme
- Coaching guide
- Impact evaluation

Potential pilot activities

- Leadership training pilot in SMEs
- Teamwork module with students and trainees

Target groups AYBU can reach

- Managers and team leaders
- Employees
- HR professionals
- Students

Expected institutional contribution

- Needs analysis with validated scales

- Training design
- Monitoring and evaluation framework
- Quantitative impact assessment
- Research reports

8. Management, quality and dissemination capacity

EU projects at AYBU are run by academic project teams with support from the Business School's projects office and the Competitiveness and Innovation Research Centre (REKMER). Financial administration follows Turkish public financial management and control legislation (Law No. 5018); EU grants are kept in dedicated project accounts and the university is subject to external audit by the Turkish Court of Accounts. In the Commission's project database AYBU appears in 28 Erasmus+ cooperation, policy and Jean Monnet projects from call years 2014–2026, 17 of them as coordinator; 9 are running today.

For each project AYBU proposes a quality plan with internal peer review of deliverables, milestone monitoring and partner feedback surveys. The university operates an institutional quality management system under the national Higher Education Quality Council framework, and Business School staff include an accredited external evaluator of that Council.

AYBU disseminates through its institutional website and faculty pages, official social media accounts, a community of more than 26 000 students and about 2 600 staff, its partner universities and its links with ministries, municipalities, chambers and Teknopark Ankara. Multiplier events and training activities can be hosted on its Ankara campuses, and online courses can be delivered through the Distance Education Research Centre.

Results can be sustained through courses in degree programmes, certificate programmes of the Continuing Education Centre, online delivery by the Distance Education Research Centre and follow-up funding from national programmes such as TÜBİTAK. Open publication of materials is the default.

9. Partners we would like to work with

- Employer organisations
- HR associations
- VET and adult education providers
- Business schools
- Trade unions

10. Organisation identification

Legal name (national language)	ANKARA YILDIRIM BEYAZIT ÜNİVERSİTESİ
Legal name (Latin characters)	ANKARA YILDIRIM BEYAZIT UNIVERSITESI
Name in English	Ankara Yıldırım Beyazıt University (AYBU)
Organisation ID (OID)	E10137893
PIC	952723525
National / fiscal ID	9600521531

Type of organisation	Higher education institution (tertiary level); Public (state) university; non-profit public body
Erasmus Charter for Higher Education	Erasmus Charter for Higher Education holder — Erasmus code TR ANKARA15
Established	21 July 2010 (decision published in the Official Gazette)
Registered address	AYBÜ Etlik Milli İrade Binası, B-Blok, Ayvalı Mah. Gazze Cad. No: 7, Etlik, Keçiören, 06010 Ankara, Türkiye
Main campus	Esenboğa Merkez Külliyesi, Dumlupınar Mah., 06760 Çubuk / Ankara
Region (NUTS)	TR51 – Ankara
Website	https://aybu.edu.tr
General e-mail / telephone	basin@aybu.edu.tr / +90 312 906 10 00

11. Institutional representative and contact

Legal representative

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Main contact person

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12. Links

- University: https://aybu.edu.tr
- Business School: https://aybu.edu.tr/isletme/en
- Academic profiles (AVESIS): https://avesis.aybu.edu.tr
- AYBU projects in the Erasmus+ project database: https://erasmus-plus.ec.europa.eu/projects

Data verified on 20.11.2026. Institutional figures from aybu.edu.tr and AYBU records; project data from the European Commission's Erasmus+ project lists; staff data from AVESIS.