ISTANBUL BİLGİ UNIVERSITY

• established in 1996
• a city university, 3 campuses located at the centre of Istanbul
• a member of Laureate International Universities Network
• 6 faculties, 2 vocational schools, 2 schools, 40 undergraduate programs, 35 graduate programs, 4 PhD programs
• 11,310 students, both undergraduate and graduate
• 230 Erasmus exchange agreements
• double agreement with London School of Economics, Domus Academy
• Santral Campus which plays a central role in Istanbul Bienal with its Energy Museum and Modern Arts Museum, 2 jazz clubs, 1 performance hall and movie theatre
• Library which is a member of UNAK (University and Research Librarians' Association) and EBLIDA (European Bureau of Library, Information and Documentation Associations)
• Virtual where 62,500 e-books, 29,000 e-journals and 80 e-databases are available.
PHD IN ORGANIZATION STUDIES

The Organization Studies doctoral program is founded in 2003. Its objective is to equip students with informed problem-solving skills and critical thinking capabilities while providing a rich theoretical background to the field. It has currently 39 students (see below). Courses are conducted by highly qualified academicians who have extensive industrial links and experience in various disciplines of social sciences including business administration, educational sciences, statistics, and sociology so on. The program also encourages scientific collaboration among the faculty, as well as between students and the former. In this regard, we are proud to announce that an article co-authored by three members of the faculty (Beyza Oba, Serap Atakan and Zeynep Özsoy) has been listed among the most ten popular articles published by the Journal of Corporate Governance (Emerald Database). As a recent development, the program is planning to extend its scope by including two more tracks (Labour Studies and Consumer Studies) in addition to researches within the field of Organization Studies.

PROGRAM LEARNING OUTCOMES

On the successful completion of the program students are expected:

• to understand and utilize theories and approaches in sociology of work, organization theory, organization culture, strategic management and political economy of organizing,
• to understand and demonstrate their skills in utilizing techniques both in qualitative and quantitative research methods,
• to develop capabilities in interpreting information, thinking critically and transferring knowledge from related fields in social sciences,
• to develop effective usage of verbal and written academic communication skills,
• to develop an awareness and understanding to divergent approaches in social sciences,
• to show commitment to continuous learning and scholarly activity,
• to demonstrate ability to work collaboratively, to give and take constructive feedback,
• to adhere to the norms and ethical responsibilities of academic community.
INTERNATIONAL INSTITUTIONAL LINKS

PRME (Principles of Responsible Management Education)

İstanbul Bilgi University has been a dedicated institution in educating responsible leaders of the future since its foundation in 1996. Deciding to take a more active part in the global initiative of responsible management education in June 2009, the university integrated the UN Principles for Responsible Management Education into its curriculum and research activities. PRME was developed by an international task force of deans, university presidents and official representatives of leading business schools and academic institutions. PRME initiative aims to make management education the hallmark of responsible leadership. It has the capacity to take the case for universal values and business into classrooms on every continent and enhance responsible performance, adaptation to changing demands and competitiveness in the market through PRME working groups, conferences, symposia and forums that are held for these purposes. The Department of Business Administration expressed its commitment to the Principles for Responsible Management Education both at the undergraduate and the graduate level. For it believes that institutions of higher education can help shape the attitudes and behaviour of business leaders through business education, research, management development programs and training.

EDAMBA (European Doctoral Programmes Association in Management and Business Administration)

In addition to PRME, Bilgi Organization Studies doctoral program has established links with EDAMBA in order to increase the quality of its PhD program, to widen its network as far and wide as possible, and to create an environment of excellence with a European perspective. As stated in its web site (http://www.edamba.eu), "the purpose of EDAMBA is to promote and facilitate cooperation within the European Doctoral Programmes Association in Management and Business Administration by providing and managing a network to exchange information, to exchange PhD candidates and to promote research cooperation. The ultimate goal is to have the EDAMBA network reach, while at the same time maintaining the integrity of the various programmes within the network." For this end, a member of the academic staff has attended the 3rd EDAMBA Winter Academy that took place at Grenoble Ecole de Management on October 25-28, 2010. The Winter Academy targeted at newly appointed or/and junior faculty members and/or potential supervisors who have recently gained their doctorates and work in Management and Business Schools. A certificate of attendance was awarded to the participant.
WORKSHOPS & SEMINARS

BİLGİ Organization Studies doctoral program organizes many workshops and seminars each academic term. This gives students a chance to meet with prominent academic figures such as Martin Parker, Karen Phalet, Peter B. Smith, Bryane Michael, Amalya Oliver and so on. The workshops, launched in 2004 in connection with the PhD Program, are designed to serve three main goals: creating an international platform for scholars and graduate students, fostering the development of cross-cultural research, and expanding knowledge on the Turkish case. KYO stands for Kültür, Yönetim ve Organizasyon (Culture, Management and Organization) in Turkish and covers topics in culture, management, and organization. The TARA series (Consumer Studies) is designed to host a wide range of topics falling under consumer research and marketing research, with equal emphasis on the qualitative versus quantitative approaches. VISTA series emphasizes emerging topics in applied and social sciences.

• Amalya Oliver, “Social Networks and Organizations Workshop”, 15.09.2009.
• Slavoj Zizek Workshop, 20.11.2009.
ACADEMIC STAFF

PROF. DR. BEYZA OBA (PROGRAM DIRECTOR) (beyza.oba@bilgi.edu.tr)
BA: Boğaziçi University, School of Business Administration
PH.D: University of Istanbul, Faculty of Business Administration

Key Areas of Research: Organization theory, industrial districts and clusters, strategic management and strategizing, scientific entrepreneurs and entrepreneurial universities, evolution of strategic management in Turkey.

Supervised Theses:
• Özel, B. "Scientific Collaboration Networks Knowledge Diffusion and Fragmentation in Turkish Management Academia", submitted in 2010.
• Saltağlı, Z. "Creation of a Specific Organizational Narrative: Communication during the Process of Restructuring", to be submitted.
• Yelgeçen, E. "Relations between Institutional Environment and Board of Directors: A Study of Turkish Listed Firms", to be submitted.
• Velicangil, N. "Strategies of Product Development in Software Industry", to be submitted.
• Çukurçayı, Y. "Corporate Governance in Family Owned Companies", to be submitted.
• Bıçakçioğlu, M. "Corporate Elites in Turkey", to be submitted

Recent Research:
PROF. DR. AHMET K. SÜERDEM (ahmet.suerdem@bilgi.edu.tr)

BA/BS: Economics, Boğaziçi University
MA/MS: Paris VIII Educational Sciences
PH.D: Paris VIII Educational Sciences

Key Areas of Research: Cultural and social cognition/language (how culture, language and cognition influence action), analysis of policy discourses, organizational and consumer Culture

Supervised Theses:
- Türkmen, S. "How Networks Affect Small and Medium Sized Entities in Searching for Capital and Banking Industry", to be submitted.
- Sönmezer, S. "The Strategic Role of Marketing Research Department in The Organizations", to be submitted.
- Urhan, C. "Consumption and Consummation of Self-help Culture in the Construction of Professional Identity: The case of Young Professional Turkish Women", to be submitted.
- Unanoglu, M. "Founder-roots of Nation Based Brand Development Program; Turquality", to be submitted.
- Gemicioglu, T. "Enactment of New Ideas in Organizations Using Social Representation Theory", to be submitted.

Recent Research:
PROF. DR. ARUS YUMUL (arus.yumul@bilgi.edu.tr)

BA/BS: Political Science and International Relations, Bogazici University
PH.D: Sociology, Oxford University

Key Areas of Research: Ethnic identity, sociology of everyday life, body, racism, nationalism

Recent Research:

ASSOC. PROF. DR. HARALD SCHMIDBAUER (harald.schmidbauer@bilgi.edu.tr)

MA/MS: Statistics, Ludwig-Maximilians-Universitat Muenchen
Ph.D: Statistics, Ludwig-Maximilians-Universitat Muenchen

Key Areas of Research: Applied time series analysis in economics and finance, migration models in mathematical demography

Recent Research:
ASSOC. PROF. DR. KENAN ÇAYIR (kenan.cayir@bilgi.edu.tr)

BA/BS: Sociology, Boğaziçi University
MA/MS: Sociology, Boğaziçi University
Ph.D: Political Science and International Relations, Boğaziçi University

Key Areas of Research: Sociology of education, social movements, human rights education

Supervised Theses:

Recent Research:

ASSOC. PROF. DR. UFUK ÇAKMAKÇI (ufuk.cakmakci@bilgi.edu.tr)

BS: Industrial Engineering, Boğaziçi University
MS: Economics, Boğaziçi University & Manchester University
Ph.D Sociology, Lancaster University

Key Areas of Research: innovation, management culture(s), political economy; competitive advantage

Supervised Theses:
• Ünal, L., "The Impact of Horizontal and Vertical Diversification on Firm Performance, " to be submitted.
• Şahmali, E., "How Organizations React and Adapt to New Management Systems at the Individual, Departmental and Organizational Levels", to be submitted.

Recent Research:
ASSOC. PROF. DR. M.G. SERAP ATAKAN (serap.atakan@bilgi.edu.tr)

BA: Management, Bogazici University
MA: Management, Bogazici University
Ph.D: Management, Bogazici University

Key Areas of Research: Retailing, online marketing, business ethics, corporate social responsibility

Recent Research:

ASST. PROF. DR. ZEYNEP ÖZSOY (zeynep.ozsoy@bilgi.edu.tr)

BA/BS: Business Administration, Ankara University
MA/MS: Sociology, METU
PH.D: Business Administration, Ankara University

Key Areas of Research: Corporate governance, managing knowledge intensive firms, women in business, social entrepreneurship and business ethics

Recent Research:
ASST. PROF. DR. A. EVREN HOŞGÖR  (evren.hosgor@bilgi.edu.tr)

B.S. Management, Bilkent University  
M.S. Economics - Science and Technology Policy Studies, METU  
Ph.D Sociology, Lancaster University  

Key Areas of Research: Business history, political economy, state theory, sociology of work, inter-organizational networks, culture industry  

Supervised Theses:  
• Mashaki, E. "Impact of Health Reforms & Regulatory Approaches on The Organizational Models of The Pharmaceutical Industry in Turkey", to be submitted.  
• Budanur, B. "Cultural Economy of Istanbul: The Cluster of Cinema", to be submitted.  

Recent Research:  
• Hoşgör, E., "Islamic Capital/Anatolian Tigers: Past and Present", Middle Eastern Studies, 47: 2, pp. 343-360, 2011.  

ASST. PROF. DR. ELIF ÇIÇEKLI (elif.cicekli@bilgi.edu.tr)

BA/BS: Bogazici University, Management  
MA/MS: The University of Hull, MBA  
PH.D: Bogazici University, Management  

Key Areas of Research: Organizational behaviour (opportunity at work, leadership, high performance work practices, organizational commitment, work-life balance), international business and management (global mindset, normative integration, multinational companies), and entrepreneurship.  

Supervised Theses:  
• Akarsu, O. "Organizational Development and Change: Effects on Work Practice", Istanbul Bilgi University, to be submitted.  

Recent Research:  
ASST. PROF. DR. SERDAR KARABATI (serdar.karabati@bilgi.edu.tr)

BA: Psychology, Boğaziçi University  
MA: Social Psychology, Boğaziçi University  
Ph.D: Management & Organization, Boğaziçi University  

Key Areas of Research: Values, materialism and subjective well-being, motivation at work, cross-cultural perspectives on organizational commitment and OCB  

Recent Research:  

ASST. PROF. DR. BARIŞ YILMAZSOY (baris.yilmazsoy@bilgi.edu.tr)

BS : Computer Science, Bilkent University  
MS: Management Science, University of Kent  
MA: Applied Social Research, UWE  
Ph.D: Business Studies, UWE  

Key Areas of Research: Services marketing, e-services, consumer behavior on the online medium, impact of perceived eco-friendliness of sales channels on consumer channel choice, social network service quality, distribution channels, mobile marketing.  

Supervised Theses:  
• Seyman, O. "Factors Affecting Customer Loyalty in The New Era Internet, Social Media and e-Marketing", Istanbul Bilgi Universitesi, to be submitted.

Recent Research:  
ASST. PROF. DR. YELDA YÜCEL (yelda.yucel@bilgi.edu.tr)

BA/BS: Economics, Boğaziçi University
MA/MS: Economics, Boğaziçi University
PhD: Economics, Boğaziçi University

Key Areas of Research: International trade and balance of payments, economics of gender and labour, macroeconomics.

Recent Research:
**PROGRAM STRUCTURE**

PhD in Organisation Studies is a four-year degree programme. During first four semesters of their studies students are expected to finish their courses (9 courses in total). Only after successful completion of these courses, students are entitled to take the proficiency exam which is composed of two parts: written and oral examinations. Successful students can commence dissertation that is comprised of a proposal, literature review and research. Medium of instruction is English.

**CURRICULUM**

**ADVANCED STATISTICS**

**Lecturer: Assoc. Prof. Dr. Harald W. Schmidbauer**

The course will cover advanced statistics topics as related to management. In this vein, three basic topics—multiple linear regression, experimental designs and time series—will be studied in depth. The course will be developed around an understanding of the rationale behind statistical tools and the application of these tools and statistical models to related management problems. Students are expected to design and conduct a series of statistical models relevant to their line of study for the completion of the course.

On successful completion of this course, the students are expected:
- to be able to judge whether a descriptive or rather an inductive approach is suitable to tackle a particular research problem,
- to understand the purpose of statistical model-building in the framework of different philosophical concepts of probability and statistical inference,
- to develop skills in critically commenting on statistical statements in the realm of social sciences,
- to be able to assess and select statistical software according to their specific needs.

**QUANTITATIVE RESEARCH METHODS**

**Lecturer: Prof. Dr. Ahmet Suerdem**

The course aims to develop an understanding and application of quantitative research methods relevant to organizational studies. In this vein, the course will focus on non-parametric statistics. During the course the following topics will be covered: multiple regression, correlation, ANOVA, conjoint analysis and multidimensional scaling. During the course, students will apply their understanding of related techniques to a selected research project. Each student is expected to design and run a research project for completion of the course.
On successful completion of this course, the students are expected;
• to be able to design quantitative research projects,
• to have skills to effectively organize literature review,
• to have the capacity to translate theoretical framework to research hypotheses,
• to learn how to write a research proposal,
• to have the skills to test hypotheses by means of different statistical techniques,
• to have advanced knowledge of statistical software such as SPSS, AMOS and Wordstat,
• to have the ability to present research findings in a publishable article format.

PHD SEMINAR I

Lecturer: Asst. Prof. Dr. Evren Hoşgör

This course is composed of a series of study sessions for new research students, especially for those who are not familiar with or experienced in writing academic/research papers. It is not a usual methods course: instead it essentially aims to provide students with a generic grounding in independent reading and comprehension, and to guide them in making an extensive/critical literature review, writing-up their course papers, research proposals, presenting their arguments and conducting their research. Sessions include both general guidance and specific exercises to demonstrate and practice helpful techniques to formulate and construct a theoretically interesting, coherent and viable proposal. Sessions also provides a forum in which research students can discuss some of the general questions and problems which all PhD candidates would confront throughout their journey. Finally, the course also aims to facilitate collaboration among research students and to enhance the research environment in the Faculty.

On successful completion of this course, the students are expected:
• read, understand and critically assess academic papers, articles, books etc
• learn about critical literature review
• acquire a range of practical research skills
• write Ph.D level research papers
• present their own research ideas and proposals
• learn about the realities of designing research projects and collaborating with each other.

QUALITATIVE RESEARCH METHODS

Lecturer: Prof. Dr. Arus Yumul

The course aims to develop a knowledge base for collecting and analyzing data qualitatively as relevant to organizational studies. The course will cover topics like data collection methods, techniques of mapping visual and written data, ethnographic research, content analysis, interview techniques, focus groups, narrative analysis and discourse analysis. During the course, students will apply their understanding of related techniques to a research project. Each student is expected to design and run a research project for completion of the course.
On successful completion of this course, the students are expected:
• to understand the major philosophical issues underlying the qualitative approach in social sciences,
• to comprehend the features, terminology and logic of qualitative research methods,
• to develop an understanding of the practical aspects of conducting social research,
• to evaluate the strengths and weaknesses of different research techniques,
• to be aware of how wider theoretical considerations, ontological and epistemological assumptions can inform the selection of research designs and techniques,
• to analyze the ethical issues in qualitative research,
• to construct and execute their own research project.

POLITICAL ECONOMY OF ORGANIZING

Lecturer: Asst. Prof. Dr. Evren Hoşgör

The course is designed to introduce analytical and theoretical tools of political economy. It examines the historical evolution and contemporary operations of business institutions within the larger context of political economy, with a particular emphasis on the interplay between capital, state and ideology. It analyzes how economic, political and cultural institutions work and influence each other and brings together various themes and concepts form sociology, history, political science, organization studies and so on. It introduces key conceptual tools of political economy and allows students to familiarize themselves with methodological contributions of the approach. The course also focuses on the spatial and temporal evolution of capitalism, and discusses different accumulation regimes (Fordism and post-Fordism). The discussions over state-business relations in different periods (stages/phases) of capitalist development and current issues such as internationalization of accumulation, and the process of financialization, and various popular topics within the (critical) organization studies (transnational managerial elites, social capital etc) is covered by the course.

On successful completion of this course, the students are expected:
• to grasp a better appreciation of historical perspectives toward capitalist development, to
• to have a focused understanding of such historical sociologists as Marx, Weber, Schumpeter.
• to be able to evaluate how such grand theoretical perspectives can be applicable in organization studies,
• to be able to evaluate how such grand theoretical perspectives can be applicable in organization studies,
• to have a clearer idea about the role of the state within the capitalist system,
• to appreciate the holistic picture in economic development with a political-economic perspective,
• to develop reading practices and critical writing skills.
The aim of the course is to reveal the motives and patterns underlying firm behaviour in different contexts. The major concern of strategic management theorists in relation to strategic choice, competitiveness, diversity, competition, cooperation and structuring of markets will be discussed from economic and sociological perspectives. Based on transaction cost theory, resource-based theory, new institutionalism, network theory and structural theory of power, students will be able to explain why some firms behave in a certain way, what influences their choice of a specific strategy, why they change their strategies. While utilizing a diverse set of economic and sociological theories to explain firm behaviour, special attention will be paid to the specific business system and its moderating role on firm behaviour. Course content will be studied in relation to Turkish political-cultural and economic environments. The course will be based on lectures and fieldwork pertaining to the behaviour of holding companies, SMEs and agglomerations of small firms in Turkey. At the beginning of each semester, fieldwork topic for that semester will be announced by the lecturer. Fieldwork will be carried out under the supervision of the course lecturer and students are expected to work in teams. However, the assessment of fieldwork will be done separately for each student based on his/her contribution to the research at both theoretical and practical levels. Assessment will be completed by the presentation of the results at a national or international conference or publication in a journal published in Turkey.

On successful completion of this course, the students are expected;
• to evaluate suitability, acceptability and feasibility of various strategies in terms of firm structure, culture and resources,
• to critically evaluate various theories (transaction cost theory, agency theory, population ecology, institutional, network) in relation to strategies employed by organizations with an emphasis on context and history,
• to critically evaluate and articulate appropriate theories from economics and sociology to issues of strategizing in big, medium and small organizations,
• to evaluate various approaches (resource based view, strategy-as-practice, design and positioning school, evolutionary school) in strategizing,
• to develop critical reading skills, and writing skills.
SOCIOLOGY OF WORK

Lecturer: Assoc. Prof. Dr. Kenan Çayır

International in scope and pluralist in perspective, the course focuses on the contemporary workplace and analyses the impact of various social influences on work behaviour. At the end of the course, students are expected to have gained an understanding of the historical developments in the sociology of work and to be acquainted with core issues and approaches to the study of work. Topics addressed during the course will include the relations between bureaucracy, rationality and emotion in organizations, masculinity and the gendered nature of emotional control, how organizational commitment is sustained, politics and politicking in the workplace, Fordism, post-Fordism with reference to factories, offices, manual and non-manual work, public and private sector. Theoretical background will be structured around modernist and postmodernist theories of work and organizations. The course will be structured on lectures and independent reading. Each student will be guided by the lecturer to form his/her reading list and expected to report to the lecturer on a regular basis. Assessments will be based on reports related to independent reading and an extended essay that critically discusses an issue related to the course topics.

On successful completion of this course, the students are expected:
• to identify basic issues and theoretical perspectives in the field of sociology of work,
• to develop a sociological understanding of work and employment in modern societies,
• to relate the social processes underlying contemporary society and work organizations,
• to analyze the dynamic nature of organizational processes affecting individual and group behaviours,
• to manage the analysis of information regarding work and society both in Turkey and contemporary Western countries,
• to develop a research question and research proposal,
• to apply sociological theory and empirical research in the field of sociology of work.
Lecturer: Prof. Dr. Beyza Oba

Over the last two decades, the study of organizations has undergone a series of fundamental shifts in terms of theoretical frameworks, research methodologies and issues. The aim of this course is to map these shifts and to assess their implications for the various components of organizations - actors, processes, structure, technology, culture, governance, power and politics. Since the late 1960s/early 1970s, organizational analysis has experienced a number of substantial transformations in relation to the range and nature of the above-mentioned issues. The field has become much more pluralistic in terms of theories and research agenda. To overcome this controversy and uncertainty to a certain extent, the course aims to cover various components of organizations from the perspective of modernist, constructivist and post-modern theories. The course will be structured on lectures and independent reading. Each student will be guided by the lecturer to form his/her reading list and expected to report to the lecturer on a regular basis. Assessments will be based on reports related to independent reading and an extended essay that critically discusses an issue related to the course topics.

On successful completion of this course, the students are expected:

• to develop a conceptual framework that incorporates time and space for evaluating various issues (environment, power, culture, design, technology) related to organizations,
• to develop a capacity for evaluating various approaches (population ecology, transaction cost economics, evolutionary economics, sense making, resource dependency) and theories (agency theory, institutional theory, complexity theory) related to the above-mentioned issues,
• to critically evaluate the relevance various theories while studying the process of organizing,
• to develop their critical reading skills,
• to develop skills in doing and writing literature review,
• to develop skills in designing a research.
CULTURE AND IDENTITY

Lecturer: Prof. Dr. Ahmet Süerdem

The course is designed to provide a foundation for critical analysis of consumer and worker behaviour in organizations. Based on the assumption that in post modernity, consumption and production and thus consumer and producer converge, the course aims to study consumer and worker identities in relation to culture at macro and micro levels. Culture and identity can be studied from different theoretical perspectives: structuralist-functionalist, interpretive, radical functionalist and radical humanist. Based on these different approaches in both sociology and social psychology, the course aims to develop a thorough understanding of the role of culture (national and organizational) in constituting individual (consumer and worker) identities. The course will be structured on lectures and independent reading. Each student will be guided by the lecturer to form his/her reading list and expected to report to the lecturer on a regular basis. Assessments will be based on reports related to independent reading and an extended essay that critically discusses an issue related to the course topics.

On successful completion of this course, the students are expected;
• to have a firm understanding of concepts related to societal organization,
• to develop analytical skills for reading articles and synthesizing ideas from different studies,
• to be able to translate theoretical concepts to research questions,
• to have advanced understanding of theoretical issues on culture, society, economics, and identity,
• to evaluate the link between individual and society,
• to have a critical outlook on everyday organizational and cultural issues.
PHD SEMINAR II

Lecturer: TBA

The seminar is designed to provide an opportunity for doctoral students to develop their research interests in relation to topics that fall under the rubric of organization studies. It also intends to generate an understanding of the philosophical, theoretical and empirical foundations of the topics tackled. During the seminar, students will be encouraged to undertake in-depth study and research in a specialized area of interest. The course involves reading and discussion of research literature which includes individual, group, organizational and societal-level phenomena surrounding the development, use and implications of studying organizations. The course is given by Prof. Dr. Gideon Kunda (Department of Labour Studies, Tel Aviv University) until 2009/10 academic year. From 2010 onwards Assoc. Prof. Dr Rafael Alcadipani da Silveira (Organization Studies EAESP-FGV, Brazil) has been visiting Bilgi University to conduct the Ph.D Seminar II.

On successful completion of this course, the students are expected:
• to evaluate the conceptual framework of culture that guides and informs qualitative research,
• to evaluate the underlying rationale of each of the basic techniques, practical guidelines for their implementation (negotiating entry, gaining access, collecting data, building relationships, exit) and the ethical issues related to their use,
• to develop a method for coding and interpreting qualitative data,
• to utilize three basic techniques of qualitative research: interviewing, participant-observation and textual analysis,
• to develop an understanding of practical issues and problems of using each of the mentioned techniques, develop guidelines for their implementation,
• to engage in individual or group research projects in selected sites,
• to review and analyze the material generated from these projects,
• to develop and practice a framework for coding, interpreting and theorizing qualitative data.

THESIS

When writing their dissertations, the doctorate students will, under constant supervision, develop an aspect of their scientific interest in relation to Organization Studies. The dissertation is to report the results of research at a level that would meet the standards for candidacy for publication in a national or international journal. The dissertation is constituted of two parts: an introduction that includes a critical review of the literature on the selected research theme and the theoretical setting of the research project, and the research portion, in which the results of original research carried out by the doctoral candidate under supervision are presented and discussed.

By the successful completion of the PhD thesis it is expected that, the Thesis:
• reflects a satisfactory record of the research undertaken by the candidate,
• is the genuine work of the candidate,
• has a distinct contribution to the knowledge of the subject undertaken,
• exhibits evidence of broad knowledge and understanding related to the field studied,
• exhibits evidence of broad knowledge and understanding about research techniques utilized,
• creates new knowledge by original research and interpretation of existing knowledge in the field of study,
• is eligible and suitable for publication,
• communicates ideas clearly to both academic community and wider community,
• reflects adherence to the norms of and ethical considerations of academic community.
BÜLENT ÖZEL (bulent@cs.bilgi.edu.tr)

Dissertation Topic: Scientific Collaboration Networks Knowledge Diffusion and Fragmentation in Turkish Management Academia (submitted in 2010).
Advisor: Beyza Oba

Bülent Özel has completed his PhD in Organisation Studies program on July 2010. Before starting the program he had a MSc degree in Computer Engineering, and a BSc degree in Electrical and Electronics Engineering. As a part of his PhD study, he was granted a visiting Fulbright scholarship at CASOS (Computational Analysis of Social and Organizational Systems) Research Center of School of Computer Science at Carnegie-Mellon University, USA. During his enrolment to our PhD program he has published in the fields of structures of social collaboration networks, policy guidelines on adoption of open source and free software systems in public institutes, and development of computational methods to study large data on collective knowledge production processes. He is currently working as a lecturer at the Department of Computer Science in Bilgi University and currently doing research on knowledge diffusion via collaboration networks looking at the impact of network structure and socio-cognitive structure of individuals. He concentrates in the field of multi-agent simulation, particularly, attempting to incorporate dynamic social network models as the basis for agent-agent interactions.

Thesis Abstract: This study focuses on the interplay between knowledge diffusion and social collaboration structures. First, it elaborates on mutuality of knowledge and social structure theory borrowed from sociology of knowledge literature, where knowledge is perceived as an essentially social and societal category. Second, it develops a coherent research framework which relates cognitive structure and the collaboration patterns into an integrated socio-knowledge analysis of a given scientific community. The framework combines and extends meta-network perspective and co-word analysis. A novel model was adopted which maps actors from co-authorship networks into a strategic diagram of scientists. The mapping is based on cohesiveness and pervasiveness of issues each author has published in the field. Third, it adopts a longitudinal approach to trace knowledge diffusion within peculiarity of a national level socio-knowledge system identifying (i) mechanism of knowledge diffusion within the community, (ii) interplay in between scientists socio-knowledge structures and their research strategies, (iii) axes of fragmentation in the community, and (iv) their evolutions over time. According to the exemplary longitudinal case which covers scientific publication activities in Turkish management academia from 1922 until 2008, management knowledge within local community is transferred following patterns of information diffusion rather than patterns of knowledge diffusion found elsewhere at cognitively demanding areas. Besides, publishing in citation indexed international journals reveals formation of cohesive team structures as a mean of collaborative knowledge production and transfer. And While within local diffusion of management knowledge is lead by academicians with certain socio-knowledge properties, academicians publishing at international arena do not show any significantly
differing socio-cognitive properties, instead, they are merely embedded in strongly connected groups. Leading academicians within local community exhibit a common cognitive structure relative to the rest of the community. They have more social ties and more diversified knowledge compared to the rest. Knowledge they have is distinct compared to their peers in the network, they hold certain part of their knowledge exclusively, thus knowledge-wise they don't resemble the rest, but they keep a level of common knowledge with the rest of the community.

Recent Research:
• Özel B., Kretschmer H., and Kretschmer T., "Co-authorship Pair Distribution Patterns and Gender Discrepencies in Turkey", The COLLNET Journal of Scientometrics and Information Management (accepted to appear in 2011)

ÖZLEM KAÇAR-AKMAN (ozlemkac@yahoo.com)

Advisor: Ahmet Süerdem

In the last year of her Ph.D, Ozlem visited the University of Exeter (UK) as an Honorary Research Assistant, with a grant from Istanbul Bilgi University where she had the opportunity to attend graduate courses and conduct further research. Under the supervision of Prof. Dr. Jonathan Schroeder, she submitted papers for two different conferences, European Group of the Organization Studies and Consumer Culture Theory Conference and wrote a book review, 'Brands: Meaning and Value in Media Culture', which was published in the journal; Consumption, Markets and Culture. Later, she moved to Nashville (Tennessee), USA in 2009 and attended management classes in the Vanderbilt University. Ozlem presented her Ph.D dissertation in 'Behavioral Research Seminar' in the Owen Business School and took a graduate course from Harvard University- Extension Studies in Management. From August 2010 until January 2011, she was in the University of North Florida as a visiting researcher to conduct joint research with Dr. Steven Paulson. Their study is on international cultural differences and values of students in graduate and undergraduate programs. They are about to finalize their research paper to be published in a respectable international journal.
Thesis Abstract: The aim of this research is to explore how knowledge workers in two different work groups integrate their work-home activities and consumption around their professional identity. Two different work groups are the professionals in advertising agencies and financial audit companies, which are both stated as knowledge workers. However, their work context and usage of knowledge at work are significantly different compared to each other. These differences also shape their definition of identity at work. Meanwhile, their work identity affects their everyday life and work-home balance. To discuss these differences between groups, an empirical study was conducted with the professionals in advertising agencies and financial audit firms. Through the interviews which were based on their narratives, the aim was to understand work-home boundaries and consumption activities of two work groups, which are shaped by their professional identity. For the advertising professionals, knowledge is derived from the life itself and every knowledge channel is valuable for their work. Therefore, it is difficult to draw boundaries between work and home. However, for the financial audit professionals, knowledge is mostly gathered through work related activities and home is a place for relaxation after work.

Recent Research:
• Kacar-Akman, O., and Kocamaz I., "The Role of Brands in the Advertising Agencies: How do they make employees eliminate the notion of alienation?" EGOS (European Group of Organizational Studies), Barcelona, Spain, July, 2009.
• Kacar-Akman, O., and Süderem A., "Consumption and Identity at Work"; Consumer Culture Theory Conference, Suffolk University, Boston, USA, June, 2008.

SERKAN ALBAYRAK (raif.albayrak@yasar.edu.tr)

Advisor: Ahmet Süderem

Thesis Abstract: Borrowing the main lines from Polanyi, Granovetter introduced the concept of embeddedness as a unifying framework of micro motives and macro structures. Thereafter social network theory prospered as the fundamental methodology to study embedded structures in other words networks. However networks are conceived as static structures, their emergences have not been studied and their evolution has been restricted to descriptive analysis of longitudinal networks. Using the culture model developed by Sewell in which Bourdieu meets Saussure, this thesis implements the discursive nature of culture through semantics in a multi-agent simulation framework. For this purpose an algebraic model of opposition relationship between semiotic symbols have been developed. A semiotic map
called opposition map represents the world perspective of cultural agents through which they interact with other meaning bearing symbols. On reflection, each and every interaction reshapess the opposition map of the agents and construct and/or destroy new meanings attached to symbols. As Sewell advices meanings are defined as abstract forms of symbols. Tie formation has been hypothesized as a function of durable semiotic relations. In order to verify the model, opposition maps of two business associations located at opposite political poles are elicited. Synthetic agents are created by bootstrapping opposition maps of these associations and distinguished networks are emerged supporting the research hypothesis.

Recent Research:
a modified process of 'provoked and accompanied self-analysis' developed by Pierre Bourdieu and 'sociological intervention method' by Alain Touraine, where a conversion of interviewee towards sociological knowledge/objectifying takes place during the process. Each individual process is composed of a series of semi-structured in-depth interviews constructed together with the interviewee. The research question is 'whether increased tendency for hiring paid staff as 'professionals', therefore introduction of labour process in a formerly voluntary way of work in issue-based non-governmental organisations of Turkey undermine the search of a 'meaningful work' as civic/democratic agencies of those employees', who usually bear strong individual commitment and an identity aspect by identifying themselves with the issue or affected target group even before being recruited to the job. The study revealed a complex labour process and a dynamic process of professional identity construction, which lead to new grounds for resistance and self-organising around 'employee status', and the reconstruction of self as agency. The interactive and interventionist methodology used is also promising to reveal rich information by establishing a dialogue of reflection between the researcher and the interviewee, which contributes to empowerment of both sides.

Alper Akyüz has completed his PhD in Organisation Studies program on July 2010. Before starting the program he had a MSc and BSc degree in Aeronautical Engineering. However, he has been active in various civil society organisations and movements and worked both as volunteer/activist and paid professional in environment and rights based organisations. He has been employed in Non-governmental Organisations Training and Research Centre of Istanbul Bilgi University as training programs coordinator and trainer throughout his enrolment in PhD program as well as being an instructor in Faculty of Communication. During his enrolment to our PhD program he has published various handbooks on NGO management, volunteering and European Union and took part in trainings aimed at capacity building of civil society organisations. He is recently appointed as assistant professor at the Department of Art Management in Bilgi University and also keeps his involvement in NGO Training and Research Centre. His field of interest for further research is civil society development, empowerment and corporate social responsibility. He adopts a critically informed analysis and empowerment and participation based qualitative research.

Recent Research:
• Akyüz A., "A Reflection from 'Here' to the Technologist Dreams of the West: Ömer the Tourist in Star Trek" in New Inclinations in Turkish Film Studies, 6, Bağlam Publications, 2007.
ERDAL EKINCI (erdal.ekinci@erdikler.com)

Advisor: Ahmet Süerdem

Thesis Abstract: This thesis offers an empirical study of the motives for the selection of Turkey as a location for foreign direct investment (FDI). In addition to the determinants of selecting Turkey as a location for investment, the thesis also analyzes the issues that affect the investment environment and the reception by the current investors of the recently introduced tax and legal changes intended to enhance Turkey's attractiveness for FDI. For this purpose, following an extensive literature review on the subject matter and a series of interviews with various executives, a questionnaire is prepared and pre-tested. Then, the questionnaire is applied to the executives of 73 corporations established in Turkey with foreign capital. In the study, first the factors that lead to the selection of Turkey as the location for investment are identified. Then, the main problems that affect the FDI environment in Turkey are determined, and the impact of these problems on the FDI environment and the operations of the firms are measured. Third, the study investigates the progress achieved in the solution of these problems as compared to the dates on which these investments were initiated, and the probability of solutions to the identified problems in the next five-year period. Finally, the impact of the tax and legal changes introduced in the last five years on FDI environment and business plans of firms are analyzed. In the study, the hypotheses which examines the relationship between the determinants, problems, tax and legal changes and investment date, industry, capital size, sales volume, employee size, mode of entry, ownership pattern, country of origin of foreign equity are tested through tests and variation analysis, and the findings are discussed.

MEHMET GENÇER (mgencer@bilgi.edu.tr)

Advisor: Beyza Oba

Thesis Abstract: Open source software development as a form of collective and agile innovation stimulated interest of business world, creating a new wave of open source software innovation in which the presence of the business organization is a central element, and size of the innovation communities can easily reach thousands of people. However, organizational research on open source communities are mostly confined to networks of individuals and remains indifferent to changing scales, structures, and organizational dynamics of these communities. This dissertation contributes to understanding of knowledge communication and problem solving in these new type of open source innovation communities which are business driven and large scale. In these communities communication between individuals takes place in an organizational landscape which is marked with a multitude of structural boundaries, of business organizations and specialized communities of practice. Those boundaries which separate business agendas and domains of knowledge are constantly crossed by individuals who are trying to collaborate to solve problems. Within this perspective
this study first lays out the factors that affect occurrence and strength of communication between individuals who are subject to tensions and synergies which impact them through multiple levels of organizational strata. Then it proceeds to explore dependence of problem solving performance on communication, through which individuals access to sources of knowledge they need for solving problems. The organizational arguments developed in this perspective are empirically tested using the communication and problem solving records from an eight year old open source software community which has a large number of individuals from several hundreds of business firms. Our results on determinants of individual and organizational level success unveil the combined effects of knowledge access heterogeneity, specialization, and internal exploitation on problem solving performance. Furthermore, this research exposes effects of community growth on communication and problem solving, and changes in the community structure as it grows. Our findings expose how population growth is problematic for communication in the community, and how in turn it leads to increases in problem resolution time. The results concerning changes in the community structure show differences in communication and development of different types of specialized communities, and indicate a trend for structural change which is dependent on population rather than its increments. By focusing on dynamics of innovation over multiple levels of organizing, this study highlights determinants and patterns of communication across organizational boundaries and its consequences for problem solving, and developmental features of the boundaries themselves.

Following his PhD studies, Mehmet Gençer has continued lecturing in the Computer Science Department of Istanbul Bilgi University, with changing emphasis towards knowledge processes and social basis of software engineering and innovation. His recent course subjects include those on communication and information, social context of engineering, and social networks in innovation. Focusing on structural features of organizing and knowledge exchange, his studies are concerned with nature and efficiency of collaboration in knowledge creation and transfer across individuals and firms; with cases in software development and similar practices in virtual communities.

Recent Research (A full list can be found at: http://cs.bilgi.edu.tr/~mgencer/pubs.html):

AŞKIN ZAFER SALTOĞLU (zsaltoglu@hotmail.com)

Dissertation Topic: Creation of a Specific Organizational Narrative: Communication during the Process of Restructuring
Advisor: Beyza Oba

Thesis Abstract: The objective of the research is evaluating the creation of a specific organizational narrative through different employee groups' interpretation of new managerial notions. First it will define the level of awareness of a selected multinational corporation's Turkish branch's employee groups for the inspired mainstream managerial notions such as disintermediation and empowerment. The assessment of the extent of penetration of these notions to the local organizational narrative will be evaluated and the narrative's enactment power will be questioned through these notions' conversion to institutionalized facts. This research will contribute to the organizations study field by examining the establishment of a new organizational narrative through communication and networking. The specific restructuring period of the organization will provide ease of evaluating selected variables in a relatively short time period. Unit of analysis of this research is the communication between different employee groups within organization. Repeated communicative items generated from everyday routine and related discourse will be investigated to evaluate the extent of penetration of the managerial notions to different employee groups. Organizational context's structures and processes which are not bounded in the organization will be excluded from the sample. Hence, sample selection will be evaluated by selecting different employee groups from different functions and assessing communication within those groups. Data will be collected in form of the questionnaires -anonymous- and in-depth interviews in order to assess networks' communicative bonds. Qualitative measurement is needed at each step.

BURÇE BUDANUR (burceb@gmail.com)

Dissertation Topic: Cultural Economy of Istanbul: The Cluster of Cinema
Advisor: Evren Hoşgör

Thesis Abstract: Istanbul can be regarded as the center of cultural production in Turkey. This research aims to investigate the economic structure and performance of cultural industry in Istanbul, particularly the cluster of cinema. Thus it focuses on the following elements: business organizations in film industry located in Istanbul, industry trends, labour processes, employment relations, regulatory policies, employers' and workers' associations. Research Areas: Social networks, social capital, political economy, Turkish economic and political history, strategic management, strategy as practice, strategy as discourse, sociology of work
CANAN URHAN (cananurhan@hotmail.com)

Dissertation Topic: Construction of Professional Identity through Consumption of Self Help: The Case of Turkish Female Professionals
Advisor: Ahmet Süerdem

Thesis Abstract: The aim of the dissertation is to find out how postmodern spiritualities and more specifically the self-help phenomenon of the postmodern era are influential in shaping the construction of the professional identities of female knowledge workers. As the postmodern knowledge work is characterized by the dominance of "boundaryless" or "protean" careers (Hall 1976), metacompetencies like continuous learning, self-knowledge, self-improvement and adaptability (Hall 1996) have become more important than the competencies required for traditional careers in particular organizations. Organizational careers give way to the 'professionalization' of individual career paths by means of self-development for securing future employability. In this process, increasing cultural capital and utilizing lifestyle as a self-marketing tool have proved to be more important than they were in the traditional, hierarchical organizational career path. The boundaries between lifestyle and work, professional and non-professional identities have been blurred. While in conventional lifestyle analyses, certain careers indicated particular lifestyle practices, in the contemporary work setting lifestyle practices as a means of displaying cultural capital overlap with the definitions of professional identity. Therefore, self-technologies are employed both for self-actualization and mastery as well as building cultural and social capital to aid professional ends. This dissertation combines semiotic network analysis with ethnographic interviews to find out the relationship between consumption of best-selling self-help literature and construction of professional identity, firstly, by means of revealing how professional identity is constructed in popular self-help texts and then inquiring into the meanings attributed to self help culture by the practitioners, and how they utilize it in the construction of their own professional identities.

Research Areas: Consumer studies, cultural consumption, lifestyle, identity, ethnography, critical theory, discourse analysis, ideology, propaganda, framing, gender studies.

CIHAN YILMAZ (cihan.yilmaz@daimler.com)

Advisor: Ahmet Süerdem

Thesis Abstract: The purpose of this study is to investigate the dynamic network processes and the effect of network embeddedness in social capital formation. The approach is based on Giddens' structuration concept, which does not only inspected individual actor or societal totality "but social practices ordered across space and time". Theoretical computer science enables to generate a simulation platform through which it is possible to operationalize and visualize the structuration process in social capital formation. By exploring the complex interplay between local- and global scale social networks and effects of these on social capital formation, I hope to better understand the interaction between individual cognitive structure and network embeddedness. It advances the computational possibilities in order to explain the structuration process using quantitative research techniques. Thus, it brings together insights from several different literatures, including social networks, network embeddedness, distinction management, social capital formation and power relationships.

Research Areas: Simulation, organization theory, social networks, organizational change and change management
DUYGU SALMAN ÖZTÜRK (salmanduygu@gmail.com)

**Dissertation Topic:** Islamic Influences on Organizational Culture  
Advisor: Gideon Kunda

**Thesis Abstract:** The literature focusing on the role of spirituality and religion at workplace has been growing for the last fifteen years in the field of organization studies. Yet, most of them conceptualize these concepts too broadly, in fear of leaving any spiritual tradition outside their framework. Besides, studies are built on non-empirical conceptualizations of the possible relations between spirituality, religion and organizations; strongly abstaining themselves from studying organizations that actually adopt specific spiritual traditions, religions, values, beliefs and practices. This study suggests that there is a need for more concrete description on the topic of how existence of religion influences organizations and asks the following questions: What happens when religious values deeply infuse to an organization? How does the informal pattern of religion influence the formal system of the organization? Do people feel the need to relate or connect their workplace behaviour to their religion? On the question of methodology, ethnography was used as the primary method of data collection. A full year of fieldwork was conducted in an Islamic bank (IBF), where the rules of Islam (Shari'ah) did not only guide the operations of the bank but also its social organization, thus defining the organization as a whole. The participant observation was supplemented by semi-structured interviewing, collection of organizational history and life histories to better comprehend how the employees made sense of themselves and the kind of religiously-affiliated organization that surrounds them. The collected data were analyzed by first transcribing the field notes and tape recorded interviews on a regular day to day basis and transferring them to Atlas it, which is qualitative data analysis software. Analysis of the data was exploratory and inductive in its approach. The analysis involved reading, rereading and coding of the data multiple times. This process has been iterative in a way that it required moving between the data, codes and the existing theoretical literature.  
Research Areas: Organizational culture; diversity; emotions; religion at work; power; unethical practices (psychological/emotional harassment, mobbing); organizational discourse and rhetoric

DUYGU UYGUR (uygur.duygu@gmail.com)

**Ph.D Dissertation Topic:** An Ethnographic Study of Human Resources  
Advisor: Gideon Kunda

**Thesis Abstract:** My study aims to explore human resources management with the help of an ethnographic study. Its main objective is to provide a richer description and understanding of HRM through deciphering the constituting ingredients and revealing the unexpected phenomena from native's point of view. It explores core and peripheral cultural artefacts, values and underlying assumptions of human resources occupation from the native's point of view and explains what HRM is, which functions an HR department serves (and does not), how it works, how it positions itself regarding internal
balances of the company and how it affects those balances. It also tries to understand who an HR person is, what are his/her daily practices and routines, what kind of tensions s/he experiences, whether s/he has an occupational language and so forth. The study aims to contribute to the academic domain in the following ways: subject of the study is HR culture and daily practices of HR professionals instead of HRM methods or systems; the study does not take a 'management centric' attitude; it is neither diagnosing nor prescriptive; it aims to describe HR culture from native's point of view, and as an ethnography, the study aims to provide a "thick" and rich description of and valuable insights about HR culture and consequently to form a sound and genuine basis for further studies.

ECE ŞAHMALI (ecesahmali@gmail.com)

Dissertation Topic: How Organizations React and Adapt to New Management Systems at the Individual, Departmental and Organizational Levels.
Advisor: Ufuk Çakmakçı

Thesis Abstract: The objective of my research is to study how organizations react and adopt to new management systems. I will do a research on organizational, departmental and individual levels, trying to find similarities and differences between these levels. I would like to find out the dynamics of change management and the reactions of organizations as management systems emerge and fade out through decades.
Research Areas: Organization theory, change, leadership

ELVIN YELGEÇEN (eyelgecen@bilgi.edu.tr)

Dissertation Topic: Relations between Institutional Environment and Board of Directors: A Study of Turkish Listed Firms
Advisor: Beyza Oba

Thesis Abstract: The scope of this study is Turkish finance sector which lived an institutional transition between the period of 2001 and 2003. There are four key events that created this transition; the financial crisis lived in 2001, publication of new guidance for good governance by Turkish Capital Market Board in 2003, new Banking Laws and involvement of foreign investors in finance sector. Therefore, this study will question the impact of that transition on management approach of listed financial companies. The main focus will be the board of directors which has the most active role in the adaptation process to that institutional transition. The main research question of this study is to understand what kinds of changes have been occurred after that institutional transition in terms of structure and functioning of boards of directors in listed financial companies.
Research Areas: Organization theory, strategic management, corporate governance, board of directors, bullying (mobbing) in workplace.
EMEL MASHAKI CEYHAN (emel_meshaki@hotmail.com)

Dissertation Topic: Impact of Health Reforms & Regulatory Approaches on the Organizational Models of the Pharmaceutical Industry in Turkey
Advisor: Evren Hoşgör

Thesis Abstract: This research mainly focuses on the recent restructuring in the health sector in Turkey and the ways in which it affects the pharmaceutical industry, in general, and the organizational models within this sector, in particular. The research draws heavily on the theoretical framework of the Regulation Approach. Thus, it analyzes both the state's role in the restructuring process and the impact of such reforms on public institutions and private organizations, i.e., pharmaceutical companies. In this regard, it emphasizes both the economic and extra-economic mechanisms that paved the ground for these reforms and conduct a historical and comparative study (particularly in reference to the studies on the UK). For this end it looks at the relations between the pharmaceutical industry and state in the so-called de-regulatory (liberal) period (from 1980s until the mid-1990s) and compares and contrasts it with the so-called re-regulatory period (mid-1990 onwards); thus explores the organizational models in and structures of the pharmaceutical companies at different periods. In this relation it argues that state intervention has increased since the mid-1990s which included a number of new regulations, guidelines, directives and norms. As a result, new regulations have started to transform the management trends and to shape the organizational models in the pharmaceutical companies: while some of the departments decreased in its visibility and importance, others directly related to state regulations and business effectiveness increased in its guiding strategic roles. In order to portrait the changing environment in which these companies operate, the research also investigates on the increasing role of emerging stakeholders (such as regulatory agencies, reimbursement bodies and patient associations) which hitherto had a peripheral role in the decision making processes.

GÖKNUR GÜNDOĞAN

Dissertation Topic: La Conversion Des Friches Industrielles En Des Liens Culturels
Advisor: Serhan Ada

HAYRETTIN BÜLENT METINER (bulent.metiner@yahoo.com)

Dissertation Topic: Value Relevance of Internal Controls within Organizations
Advisor: Faruk Firat

Thesis Abstract: Internal controls within organizations are regarded as any measures taken by management to achieve desired objectives. Desired objectives mainly involve ensuring efficient and effective operations, accurate financial & operational information, compliance with internal and external rules, and safeguarding of company assets. Internal controls serve as protection mechanisms against risks that may obstruct objectives.
Organizations may use internal controls in variety of forms including organization structure, policy & procedures, technological infrastructure, segregation of duties, authorization procedures, limit implementations, training of employees and etc. The sole expectation of management is to get value in terms of achieving objectives when implementing internal controls. However those internal controls mainly aim to drive actions of employees and their ability to create value is bounded with discretion of employees. This discretion creates a difference between perceived and real benefit of internal controls. This research aims to identify these differences, thus value relevance of internal controls, and reasons & consequences of such differences.

LEVENT ÜNAL (leventunal82@gmail.com)

Dissertation Topic: The Impact of Vertical and Horizontal Diversification on Firm Performance
Advisor: Ufuk Çakmakçı

Thesis Abstract: The question of gaining and sustaining competitive advantage has been the major issue in the corporate level strategy for decades. One major issue has been which level of corporate diversification a company should have in order to perform better. Despite the width of the literature, it is difficult to talk about a common and concrete answer for this issue. This study aims to understand the effect of diversification in a developing market by focusing on the firms listed in Istanbul Stock Exchange and make a cross-sectional and temporal analysis for their performance. Besides the performance difference among alternate levels of diversification, the research also analyzes the vulnerability of these diversification levels against the crises and look for the difference (if exists any) between the diversified and non-diversified companies' performances before, during and after the crisis. Thus the research question is: "how does horizontal diversification affect performance and how do crises affect different levels of horizontally diversified companies' performance in developing markets". While modeling this question, I group the subject companies under five diversification levels as proposed by Barney (2002) using the more detailed categorization of Rumelt (1974). For the performance measure, I use the return on sales (RoS) which was proposed and used by Markides and Williamson (1994) and some more additional measures like RoE, stock market gain and so forth. The main significance of this study is that, there have not been any studies which focus on the long term performance-diversification and crises vulnerability in developing markets. The study also provides significant contribution to the literature where Turkish companies' strategies are the focus. It will provide an academic ground for the practice as well.

MEHMET NURI VELICANGIL (mehmetvelicangil@yahoo.com)
Dissertation Topic: Strategies of Product Development in Software Industry
Advisor: Beyza Oba
MERİÇ BIÇAKÇIOĞLU (merge68@yahoo.com)
Dissertation Topic: Corporate Elites in Turkey
Advisor: Beyza Oba

Thesis Abstract: The number of Elite studies in Turkey is not comparatively less numerous to those conducted in the Western (ie., European and North American) region; especially in the vein of organizational sociology, the number of studies is rather unsatisfactory. Yet, considering the political and social changes the country and its people experienced in the last 80 years, such a study would reveal interesting patterns on the formation, the background, the networking habits and the life-styles of The Turkish Corporate Elite. To narrow the focus, hence, this study investigates the formation and background of Turkish Elites among top managerial circles. Through researching networking behaviours (such as socializing patterns, memberships and the like), career paths and demographical data, it aims to make an outline of the Turkish Corporate Elite of the present with reference to earlier elite theories and studies. The study aims to draw on and contribute to classical and more recent Elite and Class theories and studies; thus, seeking to expand itself to a larger research community outside of its scope. It also aims to reflect how changes in these circles are linked to the socio-political dimension. A multi-method approach is considered to be feasible to encircle a variety of qualitative and quantitative data.

MURAT UNANOĞLU (munanoglu@gmail.com)
Advisor: Ahmet Süerdem

Thesis Abstract: "Turquality" is a brand development program for private firms which were established by Turkey Government started in 2004. This program's aim is to develop global Turkish brands by supporting firms financially in their marketing expenditures, IT investments and consultancy costs etc. It has been seven years since the program start and their motto was to create ten global brands in ten years going to end in three years without any success in terms of creating a global brand. Becoming and maintaining the membership of this program is beneficial for firms and also forces firms to make their processes/way of doing businesses standardize which is designed by Turquality management and controlled by an international audit firm. This is the government's role which could be seen as an institutionalization process for private firms. Lots of firms are using the same processes but the outcomes differ from one to one. My main research questions are as follows: What can be the causes for different performance outcomes if all firms use the same ways of doing business? Is there a formula that can be used for every industry to create global brands? What can be the government's role in this brand development process?
NALAN GÜROL (nalangurol@yahoo.com)

**Dissertation Topic:** The Influence of Neo-liberal Policies in Working Places: Changing Aspects of Being an Academic Staff in Private Universities of Turkey.

**Advisor:** Kenan Çayır

**Thesis Abstract:** After the 1980s, the field of education and its members has been greatly affected by the implementation of neoliberal policies of the government. With the slowly decrease of welfare state applications, universities, which should somehow be detached from profit making organizations, have become a marketable asset. So, this situation could not be evaluated in the isolation of the academic staff's working condition. They are expected to become an "employee" along with good researcher. In my study, the changing aspects of being an academic staff and those of labour process in the private universities of Turkey will be examined within the framework of neoliberal policies of the state.

**Research Areas:** Privatization of education, university as an organization, political economy.

ORHAN SEYMAN (orhanseyman@gmail.com)

**Dissertation Topic:** Factors Affecting Customer Loyalty in the New Era Internet, Social Media and e-Marketing

**Advisor:** Barış Yılmazsoy

**Thesis Abstract:** The objective of this research is to understand how strategizing (and strategic management) developed through social media in the new era of marketing. Theories on structuration, network theory, social capital, marketing strategy will be utilized in this respect. The research aims to understand the success of the brands or companies in the area of digital marketing and attempts to construct an exploratory framework for efficient strategizing in social media

**Research Areas:** Strategy, SNA, social media, digital marketing, e-loyalty

ÖMER VATANARTIRAN (omervat@hotmail.com)

**Dissertation Topic:** The Representation of Organizations in and through Social Media

**Advisor:** Erkan Saka

**Thesis Abstract:** My research aims to understand the cycle of management fashions on social media. For management fashions have become an important topic in rapidly changing periods. The research then asks the following questions: How do social media influence the rise, spread and fall of management concepts? How are new management techniques promoted? Who informs about management fashions to whom, via which
channel, in which period and with what effect? What about management gurus? Do they use social media to promote their concepts? Who is followed by whom? Why are some concepts more popular on social media? In conclusion, it looks at the interaction between management fashion `producers` and `consumers` on social media. Each process of knowledge production on social media will be researched by an e-ethnography study. Research Areas: Management fashions, social media.

ÖZGÜR AKARSU (akarsuo@gmail.com)

Dissertation Topic: Organizational Development and Change: Effects on Work Practice
Advisor: Elif Çiçekli

Thesis Abstract: This study aims explain the positive and negative impacts of organizational development and change efforts on employees' perceptions and attitudes by examining the relationship between organizational change, work alienation and job engagement. It proposes that work alienation as isolation and disenchantment from social relations at work could be a possible result of organizational change practices by which the relations with past vanish and future becomes insecure in an interplay of risks and uncertainty. On the other hand, organizational change does not result with negative outcomes per se. Therefore possible relations with organizational change and job engagement as a state of mind in which organization members' harness their full serves in active, complete work role performances will be also examined. On theoretical level it will try to draw a comprehensive picture of organizational change efforts by analyzing the perceptions of employees on different dimensions of change and their relationships with work alienation and job engagement. On practical level, it aims to contribute to the managerial literature by analyzing the conditions in which organizational change efforts result with positive outcomes that will drive the organizations to success.

SERDAL TÜRKMEN (serdal.turkmen@akbank.com)

Dissertation Topic: How Networks Affect Small and Medium Sized Entities in Searching for Capital and Banking Industry
Advisor: Ahmet Süerdem

Thesis Abstract: While the importance of SME's in macro economies are getting more salient in the last decades, both strategy and strategic management concepts became common practices and included widely in the studies on SME's. The primary goal of this research is to explore how SME's get financial capital at banking industry, how networks affect the process and how it is possible to include or exclude informal economy. Can network theory help minimizing the effect of informal economy in searching for low cost capital for SME's? This study is proposed to highlight the possible relations of network theory and SME's financial capital sources.
SIRMA SÖNMEZER (sirmasonmezer@yahoo.com)

Advisor: Ahmet Süerdem

Thesis Abstract: In the literature, research studies have shown that there are significant differences between the work values, work attitudes, work expectations, motivations, and characteristics of generation X and generation Y. However, these studies are generally based on western culture and societies. The purpose of my research is to investigate generation X and generation Y employees who work in the Multinational corporations in Turkey and to present the authentic profile of Turkish workforce based on selected factors from a generational perspective. I plan to conduct both qualitative (In-depth interviews) and quantitative (survey) methods in my research. My target group will be Gen Y and Gen X employees who work at multinational corporations and are selected as highly promising employees for those corporations' talent pools.

TOLGA GEMICIĞLU (tolga.gemicioglu@thelifeco.com)

Dissertation Topic: Enactment of New Ideas in Organizations Using Social Representation Theory
Advisor: Ahmet Süerdem

Thesis Abstract: This research aims to present how new ideas get accepted and objectified in an organization with a case study. Certain stages will be separated as episodes such as the contextual problematic before the idea, creation of the generic concept, assignment of responsibility to fill in the concept and implementation and objectification of the concept. It uses cognitive maps to reflect on the changes that the new idea bring. Social Representation Theory is one of the theoretic bases of the research thereby.

YUSUF ÇUKURÇAYIR (yusufcc@yahoo.com)

Dissertation Topic: Corporate Governance in Family Owned Companies
Advisor: Beyza Oba

Thesis Abstract: Family business carries the weight of wealth creation in most economies. In Turkey, more than 95% of companies are family business in small and medium sized enterprises (SMEs). This research aims to explore the process of corporate governance of family business in SMEs. It also examines the difficulties of family companies in order to build corporate governance and the reasons of failure in the process of corporate governance. Finally, the concern of the separation between ownership and management will be investigated. For this end, the orientation of companies will be examined in reference to either Agency theory or the Stewardship Theory.
TAYFUN KÜRŞAT TAYFUR (kursat@glocalinvest.com)

Dissertation Topic: Second Generation Islamic Bourgeoisie in Turkey
Advisor: TBA

Thesis Abstract: My research aims to investigate what has changed with the second generation members of Islamic bourgeoisie in Turkey with subject to the interrelationship among global capitalism, dynamic Turkish political environment and the interactive embourgeoisification. It will try to depict in what ways the second generation differ from their parents. Meanwhile, it will emphasize on the influence of the divergence between generations on the corporate culture of the companies that they are running. Therefore, the aspiration is about not only observing the diverging characteristics of the second generation Islamic bourgeoisie in Turkey but also to expose their impact on metamorphosis of green capital corporate culture. Research areas: globalization and regional economic integration, business history, sociology of cities, family systems and family change, sociology of religion and everyday life, political economy, sociology of work, SMEs

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Dissertation Topic and Advisor: TBA
Research Areas: Social entrepreneurship, corporate social responsibility, new business models, social media.

Thesis Abstract: In my research context I want to examine history of the social entrepreneurship in Turkey and compare it with examples from other countries. I want to find why social entrepreneurship has not developed enough yet and how can we support them? Relations between social entrepreneurs and corporations will be analyzed in the context of corporate responsibility projects. In this way I want to prepare a social entrepreneurship baseline report for Turkey.

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Research Areas: Strategy, talent management, MNCs, internationalization processes.

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