

# *Aybike Mergen*

## Curriculum Vitae

### **Present Position**

Assistant Professor  
Faculty of Business  
Özyeğin University (ozyegin.edu.tr)  
e-mail: [aybike.mergen@ozyegin.edu.tr](mailto:aybike.mergen@ozyegin.edu.tr)

**Research interests:** followership, emergence and effectiveness of leadership, artificial intelligence, ethical decision making, toxic leadership, cross-cultural studies, and change management.

**Teaching interests:** leadership theory and practice, behavioral decision making, cross-cultural leadership, ethics in business, research methods, and organizational behavior.

### ***Work Experience***

<b>Assistant Professor</b> Management, Faculty of Business, Özyeğin University	Sep 2022 – Present
<b>Visiting Scholar</b> Schulich School of Business, York University	Sep 2017 – Aug 2022
<b>Research Assistant</b> Graduate School of Business, Koç University	Feb 2015 – Aug 2022
<b>Consultant</b> Deloitte, Consulting – Organizational Transformation	Aug 2014 – Jan 2015
<b>Analyst</b> EY (Ernst & Young), Advisory – Performance Improvement	June 2013 – Aug 2014

### ***Publications***

#### *Journal Articles:*

- Mergen, A.,** Ozbilgin, M. (2021). Understanding the followers of toxic leaders: Toxic illusion and personal uncertainty. *International Journal of Management Reviews*, 23(1), 45-63.
- Mergen, A.,** Ozbilgin, M., Güven, Ç., Erbil, C., & Greenhalgh T. (R&R). Toxic ‘experts’ in longevity business: A relational framing of emergence. *Organization*.
- Mergen, A.,** Ozbilgin M., & Tekeste, M. (R&R). Toxicity in Start-ups: Cultural Myths, Social Learning, and Relational Dynamics Shaping Workplace Behavior. *Journal of Occupational and Organizational Psychology*.
- Mergen, A.,** Bell, C. M., & Aycan, Z. (R&R). Audience roles in leadership. *Leadership*.

**Mergen, A.** (Under Review). From Cells to Societies: Reconceptualizing Leadership and Collective Intelligence through Biological Self-Organization. *Journal of Management Studies*.

Albayraktaroğlu, A., **Mergen, A.**, & Güven, Ç. (Under Review). Generative AI Models as Wicked Resources: Integrating Property Rights Theory and Stakeholder Dynamics to Govern Resource Ambiguity and Unpredictability. *Journal of Management*.

*Book Chapters:*

**Mergen A.** & Güven Ç. (2025). Leadership and Global Diversity Management: Challenges and Solutions Through Participatory Theater. In M, Ozbilgin & C. Erbil (Eds.), *The Research Handbook on Global Diversity Management*. Edward Elgar Publishing.

**Mergen, A.**, Çetin Kılıç, N., & Ozbilgin, M. (2025). Artificial Intelligence and Bias Towards Marginalized Groups: Theoretical Roots and Challenges. In Olivia Kyriakidou and Joana Vassilopoulou (Eds.), *AI and Diversity in a Datafied World of Work: Will the Future of Work Be Inclusive?* Emerald Publishing.

**Mergen, A.**, Ozbilgin, M. (2021). Toxic illuasio in the global value chain: The case of Amazon. In S. Metin Camgoz & O. Tayfur Ekmekci (Eds.) *Destructive Leadership and Management Hypocrisy: Advances in Theory and Practice*. Emerald Publishing.

**Mergen, A.** & Bell, C. M. (In Print). Continuum of Engagement: A Typology of Roles in LGBTQ+ Inclusion Efforts. *LGBTQ+ Inclusion at Work: A Global View*. World Scientific Publishing.

*Other Publications:*

**Mergen, A.**, Özbey, M., Aktaş, A.K., Özdemir, G., & Can, Y. (2024). Sivilin sivil bir siyasi hareket denemesi: İVME Hareketi. *Birikim*, 414, 16-26.

## **Grants**

### **2023 SSHRC Insight Grants – Co-applicant**

Fairness heuristic and follower role adoption  
3-year project based on dissertation work – CAD 80.000

## **Education**

**PhD. in Management and Strategy** Feb 2015 – Aug 2022  
Koç University, Istanbul, Turkey | Full Scholarship  
Thesis: *The Participatory Theatre Framework (PTF) of Leadership*

**M.A. in Political Science** Sep 2011 – July 2013  
Sabancı University, Istanbul, Turkey | Full Scholarship  
Thesis: *Leader Survivability in Non-Democracies: The Role of Blame-Shifting*

**M.Sc. in Economics** Sep 2010 – July 2011  
Tilburg University, Tilburg, Netherlands | Partial Scholarship  
Thesis: *Campaign Promises and Adoption of Policies*

## **B.A. in Economics**

Sep 2006 – June 2010

Koç University, Istanbul, Turkey | Full Scholarship

Vehbi Koç Scholar Award, completed two Honors Projects in Economics

## ***Certificates***

### **Change Management – PROSCI**

June 2015

Psychology of change, theory and perspectives, change management process, organizational change competency, project management, ADKAR®

## ***Conference Presentations & Invited Talks***

**Mergen, A.,** Albayraktaroğlu, A., & Güven, Ç. (June 2025). Generative AI Models as Wicked Resources: Integrating Property Rights Theory and Stakeholder Dynamics to Govern Resource Ambiguity and Unpredictability. European Academy of Management (EURAM), Florence, Italy.

**Mergen, A.,** Bell, C. M., & Aycan, Z. (July 2025). Co-creating leadership: Explicating the dynamics of ambivalence through the participatory theater framework. European Group for Organizational Studies (EGOS), Athens, Greece.

**Mergen, A.,** Çetin Kılıç, N., & Ozbilgin, M. (July 2025). Sweeping biases under the algorithm rug: How baseless assumptions of algorithmic fairness erode accountability in human resource management. European Group for Organizational Studies (EGOS), Athens, Greece.

**Mergen, A.,** Albayraktaroğlu, A., & Güven, Ç. (July 2025). GenAI Models as Wicked Resources: Integrating PRT and Stakeholder Dynamics. Academy of Management (AoM), Copenhagen, Denmark.

**Mergen, A.,** Bell & C. M. (July 2025). Symposium: Power and Justice Dynamics in Organizations and Beyond – Justice and Follower Roles: The Co-construction of Power in a Participatory Theater Framework of Leadership. Academy of Management (AoM), Copenhagen, Denmark.

**Mergen, A.** (October 2024). Panel participant – International Data Science and Statistics Conference (IDSSC) – AI & Ethics

**Mergen, A.** (September 2024). Panel participant - XVIII. Swiss - Turkish Economic Forum / Shaping Tomorrow: Enhancing Swiss - Turkish Collaboration in Education, Training & Development, and Leadership Talent, Istanbul, Turkey

McCune Stein, A., **Mergen, A.,** & Bell, C.M. (August 2024). Who is an Ideal Follower in Chinese Leadership Paradigms? Extracting Social Types of Implicit Chinese Subordinate. Academy of Management (AoM), Chicago, US.

**Mergen, A.** (July 2, 2024). Invited guest - Açık Radyo, Gündelik Hayatın Sosyoloji Program konluğu - "Toksik Liderlik"

**Mergen A.,** Ozbilgin M., Güven Ç., Erbil C & Greenhalgh T. (June 2024). Toxic ‘experts’ in longevity business: A relational framing of emergence. European Academy of Management (EURAM), Bath, UK.

**Mergen, A.** (December 2023) Close Encounters of the AI Kind: An Introduction for Social Scientists. Koç University, Turkey

**Mergen, A.,** & Ozbilgin, M. (February 2021). Understanding the followers of toxic leaders: Toxic illusio and personal uncertainty. CISEI Centre at University of Southampton, UK.

**Mergen, A.** (September 2019). A participatory theatre approach to leadership. Schulich School of Business, York University, Canada.

### ***Teaching Experience***

**Instructor** Sep 2022 – Present  
MGMT 202 – Organizations  
MGMT 314 – Leading and Managing People in Organizations

**Instructor** Summer 2021 & 2022  
MGMT 450 – Next Generation Leadership

**Teaching Assistant** Sep 2011 – Jun 2013  
Faculty of Arts and Social Sciences, Sabancı University

### ***Personal Information***

**Citizenship:** Turkish & Canadian citizen

**Software:** Python, R, LaTeX, SQL, MPlus, MS Project, MS Visio

**Interests:** Woodworking and FRP