

Aybike Mergen

Curriculum Vitae

Present Position

Assistant Professor
Faculty of Business
Özyeğin University (ozyegin.edu.tr)
e-mail: 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

Assistant Professor Management, Faculty of Business, Özyeğin University	Sep 2022 – Present
Visiting Scholar Schulich School of Business, York University	Sep 2017 – Aug 2022
Research Assistant Graduate School of Business, Koç University	Feb 2015 – Aug 2022
Consultant Deloitte, Consulting – Organizational Transformation	Aug 2014 – Jan 2015
Analyst 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 illusio 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 konuğu - "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