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Assistant Professor in Strategic Management  
Faculty of Business  
Özyeğin University  
Orman sokak 34-36  
34794 Çekmeköy - ISTANBUL

## RESEARCH INTERESTS

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Organizational routines, organizational and managerial capabilities, innovation, strategic management, entrepreneurial design and ventures, emotion, identity, understanding, healthcare management

## ACADEMIC EMPLOYMENT

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Sept 2018 – **Özyeğin University, Faculty of Business**

Present Assistant Professor in Strategic Management  
Member of the Research Excellence Committee  
Member of the AACSB Accreditation Committee

Jan 2018 – **Erasmus University Rotterdam, Erasmus Institute for Business Economics**

Present Researcher  
Academic Project of ‘Routinization, Discipline and Love Within Leadership, Management and Organization’ in collaboration with Prof.dr. H. R. Commandeur  
Project Manager for the Executive Program ‘Love and Happiness are not separately available’

## EDUCATION

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Sep 2013 **Rotterdam School of Management, Erasmus University Rotterdam**

- May 2018 Doctorate of Philosophy (PhD.), Department of Strategic Management,  
Dissertation Title: *Investigating Routines and Dynamic Capabilities for Change and Innovation*

Promotors: Prof.dr. H. W. Volberda  
Prof.dr. H. R. Commandeur

Co-promotor: Dr. J. S. Sidhu

Inner committee members: Dr. P. Reinmoeller  
Prof.dr. J.J. Berends  
Dr. L. d’Adderio

Outer committee members      Prof.dr. C. Salvato  
   Prof.dr. S. Ansari  
   Prof.dr. G. Patriotta  
   Prof.dr. J. Oehmichen  
   Prof.dr. F. Langerak

2012 - 2013      **Erasmus School of Economics, Erasmus University Rotterdam**  
Master of Science (MSc.) in Economics and Business Economics  
Specialization: Urban, Port and Transport Economics (Applied Economics)  
Thesis Topic: *Investigating FDI in Healthcare: How Important is Legislation Really?*

2009 - 2012      **Erasmus School of Economics, Erasmus University Rotterdam**  
Bachelor of Science (BSc.) in Economics and Business Economics  
Major: Urban, Port and Transport Economics  
Thesis Topic: *Strategic Patenting in Product-Platform Industries*

## JOURNAL PUBLICATIONS

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Slob, H., Karali, E., and Commandeur, H. R. 2020. It must be love. Liefde als deugd van de leider  
*Management & Organisatie* (2), 64-79

Volberda, H. W. and Karali, E. 2015. Reframing the Compositional Capability: A Resource-Based View on  
'A Composition-Based View of Firm Growth'. *Management and Organization Review* 11 (3), 419-426

## BOOK CHAPTERS

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Karali, E. (in Press). Professional Identity and Routine Dynamics. D'Adderio, L., Dittrich, K., Feldman, M.S., Pentland, B.T., Rerup, C., & Seidl, D. (Eds.): Cambridge Handbook of Routine Dynamics. Cambridge: Cambridge University Press, 2021.

Karali, E., Angeli, F., Sidhu, J.S., and Volberda, H. W. 2018. *Dynamic capabilities in the healthcare sector* in Garbuio, M., Mascia, D., Angeli, F., and Wilden, R. *Healthcare Entrepreneurship*. Routledge

## BOOKS

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Commandeur, H. R., Ruperty, J., Slob, H., Karali, E., Hengstmengel, J., Buijs, G., van der Kooi, K., and van Geest, P. 2021. *Agapè | Caritas in Bedrijf*

## WORK-IN-PROGRESS

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Karali, E., Sidhu, J.S., and Volberda, H. W. Diagnostics at a Cardiac First Aid Center: Emotions, Salient Identity and Routine Performances (Qualitative) *Under review*

**Summary:** *This project involves a large scale qualitative inquiry into the operational effectiveness and functioning of the 'acute cardiac complaints' care cycle in a leading Dutch hospital, encompassing a variety*

of departments such as emergency aid and cardiology. Data has been collected by means of archival data, observations and interviews.

Karali, E., Slob, H., and H.R. Commandeur. What's got love to do with it? A qualitative study of the manifestation of love in business. (Qualitative) *Under review*

**Summary:** *Through this nation-wide project, held in the Netherlands, we seek to better understand how organizations may be governed in a more 'loved' way rather than a 'loveless' way. Examples of the former may be care and trust, whereas examples of the latter may be distrust and indifference. By means of a comparative case study, we seek to bring forward a typology of organizations. Organizations in our sample vary widely, ranging for example from insurance companies and banks to football clubs and spiritually informed organizations.*

Saiyed, A. A., and Karali, E. When Mountains Need to be Moved: How do SMEs from Emerging Economies manage Institutional Voids for Innovation? (Qualitative) *Preparing for submission*

**Summary:** *Through this project, of which the data collected in India, we seek to better understand how SMEs innovate in the seeming absence of institutions that may be supportive of innovation. Our findings bring forward that various types of innovations are carried out despite the lack of institutions, such as organizational, product and service innovation.*

Karali, E., Volberda, H.W., and Sidhu, J.S. Rethinking organizational routines for innovation: a synthesis and agenda for future research. (Bibliometric review) *Preparing for submission*

**Summary:** *Through this project, we seek to gain a better understanding of how scholars' patterns of conversation have shaped our current understanding of the role of routines in innovation. For this project, we utilize citation patterns.*

Karali, E., Volberda, H.W., and Sidhu, J.S. Routines and adhocism: how (dynamic) capabilities allow for the resolution of problems of varying complexities. (Conceptual) *Preparing for submission*

**Summary:** *By means of this article, we seek to bring forward a framework of how organizations may resolve problems of varying complexities through utilizing approaches that are routinized to different degrees.*

## TEACHING EXPERIENCE

---

2020 – 2021	Teaching 'Business Integration' to final year undergraduates (Fall 2020, median of 5, average of 4.34) Teaching 'Strategy' to final year undergraduates (Fall 2020, median of 5, average of 4.24) PhD Committee Member Irmak Mutlu Designed an Executive Education Module on Strategic Management and Innovation
2019 – 2020	Teaching 'Business Integration' to final year undergraduates (Spring 2020, median of 5, average of 4.55) Teaching 'Strategy' to final year undergraduates

- (Fall 2019, median of 5, average of 4.44)  
Teaching 'Business Integration' to final year undergraduates
- (Fall 2019, median of 5, average of 4.63)  
2018 - 2019 Teaching 'Strategy' to final year undergraduates  
(Fall 2018, median of 5, average of 4.53)  
Teaching 'Business Integration' to final year undergraduates  
(Fall 2018, median of 5, average of 4.7 and Spring 2019, median of 5, average of 4.43)  
Teaching 'Qualitative methods' to PhD Candidates  
(Spring 2019, median of 5, average of 5)
- 2017 - 2018 Teaching in the research clinic of the Strategic Management master's program  
Teaching 'Managing Team Dynamics' in the MSc course 'Strategy Formulation'  
Executive teaching on 'Team Dynamics and Research' in the course 'Company Project'  
Coordination of the executive course 'Company Project'  
Developing and grading case-based assignments for the executive course 'Strategy',  
'Strategy 2' and the course 'Strategy Formulation'  
Coordination of the executive course 'Strategy'  
Guidance of executives and executive teaching during the PTO kick-off day
- 2016 - 2017 Teaching in the research clinic of the Strategic Management master's program  
Thesis supervision and assessment  
Internship supervision and assessment  
Developing assignments and arranging a workshop for the course 'Managing Strategy  
Formulation'
- 2015 - 2016 Teaching in the research clinic of the Strategic Management master's program  
Thesis supervision and assessment
- 2014 - 2015 Teaching in the research clinic of the Strategic Management master's program  
Thesis supervision and assessment  
Internship supervision and assessment
- 2013 - 2014 Teaching in the research clinic of the Strategic Management master's program  
Thesis supervision and assessment
- 2011 - 2013 Teaching assistant for the courses Waardeketenanalyse: Industriële economie en  
bedrijfshuishoudkunde A and Supply Chain Management: Industriële economie en  
bedrijfshuishoudkunde B

## CONFERENCE PRESENTATIONS

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- 2020 On Love as a Key Underpinning of the Virtuous Cycle of Trust and Control. *36<sup>th</sup> Egos Colloquium* (Hamburg, GER)
- 2019 A Tale of Two Routine Conversations on Innovation: Would Cross-Fertilization of Dynamic Capabilities and Routine Dynamics Research be a Road to Fertility? *35<sup>th</sup> Egos Colloquium* (Edinburgh, UK)
- 2019 Routine Oscillation: How the Interplay of Contextual Constraints and Professional Identity affects Routine Dynamics. *EURAM 2019* (Lisbon, PT)
- 2019 Routine Oscillation: How the Interplay of Contextual Constraints and Professional Identity affects Routine Dynamics. *11<sup>th</sup> International Process Symposium* (Crete, GR)
- 2017 Routines and adhocism: how (dynamic) capabilities allow for the resolution of problems of varying complexities. *2017 Annual Meeting of the Academy of Management* (Atlanta, GA)
- 2017 How contextual constraints fuel the dynamism of routines by evoking empathic action. *33<sup>rd</sup> EGOS Colloquium* (Copenhagen, DEN)

- 2017 How contextual constraints fuel the dynamism of routines by evoking empathic action. *9<sup>th</sup> International Symposium on Process Organization Studies* (Koš, GR)
- 2016 Understanding organizational problem-solving through applying a dynamic capabilities perspective. *36th Strategic Management Society Annual International Conference* (Berlin, GER)
- 2016 Understanding organizational problem-solving through applying a dynamic capabilities perspective. *2016 Annual Meeting of the Academy of Management* (Anaheim, CA)
- 2016 Adaptation in the cardiac healthcare path: The role of routines and dynamic capabilities. *32nd EGOS Colloquium* (Naples, ITA)
- 2015 Routines or (Dynamic) Capabilities? On Unraveling the Change and Innovation Process. *35th Strategic Management Society Annual International Conference*. (Denver, CO)
- 2015 Curing healthcare through dynamic managerial capabilities? Investigating the role of protocols in hospitals' adaption process. *Strategic Management Society*. (Denver, CO)
- 2015 Routines or (Dynamic) Capabilities? On Unraveling the Change and Innovation Process. *Competence-based Strategic Management Conference*. (Bochum, GER)
- 2015 On the Mechanics of Change: How Organizational and Managerial Capabilities Interact When Needed. *9th Competence-based Strategic Management Conference*. (Bochum, GER)
- 2015 Routine Adaption? On how protocols and routines enable or inhibit the adaption of hospitals to dynamic environments. *31st EGOS Colloquium* (Athens, GR)
- 2015 Enablers or inhibitors of the dynamic capabilities process? A qualitative inquiry into the role of protocols within the adaption of hospitals to dynamic environments. *7th International Symposium on Process Organization Studies* (Koš, GR)
- 2014 What difference is there in innovation between dynamic capabilities and dynamic managerial capabilities deployment? *30th EGOS Colloquium* (Rotterdam, NL)

#### INVITED PRESENTATIONS

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- 2019 What about love? On love as a mechanism of trust in organizations. *Bilkent University*

#### AWARDS AND DISTINCTIONS

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- 2016 Nominated for the best conference paper award for the *36th Strategic Management Society Annual International Conference* (Berlin, GER)

#### NOTABLE DOCTORAL CONSORTIA, SYMPOSIA AND WORKSHOPS

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- 2019 *Helsinki Workshop on Routines and Practices* (Helsinki, FI)
- 2017 *Strategy-as-Practice Paper Development Workshop* (Cass Business School, London, UK)
- 2017 *Annual Meeting of the Academy of Management* (Atlanta, GA). Symposium presentation, facilitated by *Chris Bingham and Oliver Schilke*
- 2016 *Annual Meeting of the Academy of Management* (Anaheim, CA). Symposium presentation, facilitated by *Oliver Schilke and Timo Vuori*
- 2016 *OMT Doctoral Consortium (competitive), tutored by Joel Baum*
- 2016 *AMR-OMT Paper Development Workshop (competitive), tutored by Jean Bartunek*
- 2013 *EDEN Doctoral Seminar on Methods, Techniques and Theories in Entrepreneurship and Innovation*

## ACADEMY MEMBERSHIPS, ACTIVITIES AND SERVICES

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2018 - 2019	Funding Committee member of the 'Routines.Research.Community'
2018	Host of the 'Routines.Research.Community' at the Rotterdam School of Management
2021 -	Ad hoc reviewer, European Management Journal
2020 -	Ad hoc reviewer, Long Range Planning
2020 -	Ad hoc reviewer, Journal of Competences, Strategy and Management
2018 -	Ad hoc reviewer, Journal of Management Studies
2018 -	Ad hoc reviewer, Technological Forecasting & Social Change
2018 -	Ad hoc reviewer, European Management Review
2016 -	Ad hoc reviewer, Journal of Business Research
2016 -	Ad hoc reviewer, Journal of Organizational Change Management
2016 -	Member of the Academy of Management
2015 -	Reviewer, Academy of Management Annual Meetings
2015 -	Member of the Strategic Management Society
2015 -	Member of the European Group for Organizational Studies
2021	Reviewer for the SMS Toronto Virtual Conference
2016	Reviewer for the SMS Banff Special Conference
2016	Session chair <i>2016 Annual Meeting of the Academy of Management</i> (Anaheim, CA)
2015	Session chair <i>35th Strategic Management Society Annual International Conference</i> . Denver, CO)

## INDUSRY RESEARCH PROJECTS

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2019 - 2020	Researching the Automotive Industry together with the Presidency of the Republic of Turkey Investment Office
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## MEDIA APPEARANCES

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2020	TRT Radyo 1 – Türkiye Cumhuriyet Merkez Bankasının Etkileri
2020	Kanal 23 – COVID-19 Şirketleri ve Ekonomiyi Ne Şekilde Etkiledi?

## PROFESSIONAL EXPERIENCE AND SERVICES

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2015 - 2017	Chairman of the Board of the <i>Child Chance Foundation</i> , a foundation that provides educational services for children that are in need of it.
2014 - 2015	Advisory board committee member to the <i>Erasmus School of Economics Bachelor Honours Class</i>
2013 - 2015	Member of the PhD Core Team of <i>Stichting Maatschappij en Onderneming</i> , an institute that researches problems that are of societal interest. Research Theme: <i>Health and Wealth</i>
2011 - 2013	Student Research and Teaching Assistant to the faculty of <i>Economics and Business Economics</i> , Erasmus University Rotterdam (Rotterdam, NL)

## OTHER SKILLS

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Languages: Fluent in English, Dutch and Turkish. Elementary level French and German

## REFERENCES

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*Amsterdam Business School, University of Amsterdam (Amsterdam, NL)*

Prof. Dr. Henk W. Volberda  
Dept. of Strategic Management  
+31 10 4082761  
[h.w.volberda@uva.nl](mailto:h.w.volberda@uva.nl)

*Leeds University Business School, University of Leeds (Leeds, UK)*

Prof. Dr. Jatinder S. Sidhu  
Dept. of Strategic Management  
+31 10 4081998  
[jsidhu@ese.eur.nl](mailto:jsidhu@ese.eur.nl)

*Erasmus School of Economics, Erasmus University Rotterdam (Rotterdam, NL)*

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