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A. EDUCATION

- **Ph.D., 2009**
SABANCI UNIVERSITY, İstanbul, Turkey
Thesis: *“Unlocking the Relationship Between Corporate Entrepreneurship and Performance”*
Advisor: Dr. Dilek Çetindamar
- **MBA, 1995**
OKLAHOMA STATE UNIVERSITY, Stillwater, OK, USA
Graduation Report: *“Virtual Organizations and Agile Manufacturing”*
Advisor: Dr. Wayne Meinhart
- **BA, in Business Administration, 1993**
BOĞAZİÇİ UNIVERSITY, İstanbul, Turkey

B. RESEARCH

Interests: Entrepreneurship, Corporate Entrepreneurship, Women Entrepreneurship, Corporate Innovation, Firm Performance, Organizational and National Culture

B.1. PEER-REVIEWED JOURNAL ARTICLES (SSCI and ECSI):

1. **Fis, A. M., and Paca, E. (2025).** “A Jungian Psychosocial Approach to Entrepreneurship: The Case of Female Entrepreneurs”, *International Journal of Gender and Entrepreneurship*. **ESCI, Q2 in JCI, ABS-2 in 2024, 2023 5 year IF: 3.9. DOI: <https://doi.org/10.1108/IJGE-12-2023-0309>**
2. **Fis, A. M., and Cetindamar, D. (2021).** “Unlocking the Relationship Between Corporate Entrepreneurship and Firm Performance”, *Entrepreneurship Research Journal*, **11(1). SSCI, 23 citations (10 WoS); Q3 in JCI, ABS-2 in 2024, 2023 5 year IF: 2.3. DOI: <https://doi.org/10.1515/erj-2018-0213> WOS: 000612466700006 Scopus_ID:85072909620**
3. **Fis, A. M., Ozturkcan, S. and Gur, F. (2019).** “Being a Woman Entrepreneur in Turkey: Life Role Expectations and Entrepreneurial Self-Efficacy”, *SAGE Open*. **SSCI, 18 citations (6 WoS); Q1 in JCI, 2023 5 year IF: 2.3. DOI: [10.1177/2158244019846192](https://doi.org/10.1177/2158244019846192). WOS: 000467237700001 Scopus_ID:85065226243**
4. **Fis, A. M., and Cetindamar, D. (2013).** “Start-Up Information Search Practices: The Case of Turkey”, *Emerging Markets Finance and Trade*, **49(6), 22-36. SSCI, 8 citations (3 WoS); Q1 in JCI, ABS-2 in 2024, 2023 5 year IF: 3.2. DOI: [10.2753/REE1540-496X490602](https://doi.org/10.2753/REE1540-496X490602). WOS: 000338933600003 Scopus_ID:84893834438**

B.2. PEER-REVIEWED JOURNAL ARTICLES - LOCAL IMPACT:

5. **Wasti, S. A., and Fis, A. M. (2010).** “Örgüt Kültüründe Sıkılık – Esneklik Boyutu ve Kurumsal Girişimciliğe Etkisi” [Tightness – Looseness as a Dimension of Organizational Culture and its Impact for Corporate Entrepreneurship], *Yönetim Araştırmaları Dergisi [Journal of Management Research]*, **10(Organizational Culture Special Issue), 11-32. 38 citations (1 WoS)**
6. **Fis, A. M., and Wasti, S. A. (2009).** “Örgüt Kültürü ve Girişimcilik Yönelimi İlişkisi” [The Relationship Between Organizational Culture and Entrepreneurial Orientation], *ODTÜ Gelişme Dergisi [METU Studies in Development]*, **35(Muhan Soysal Special Issue), 127-164. 173 citations (7 WoS)**

7. Bulut, C., **Fis, A. M.**, Aktan, B., and Yilmaz, S. (2008). "Kurumsal Girişimcilik: Kavramsal Yapı Üzerine Bir Tartışma" [Corporate Entrepreneurship: A Discussion of Conceptual Structure], *Journal of Yasar University*, 3(10), 1389-1416. 114 citations (1 WoS)

B.3. BOOK CHAPTERS:

8. **Fis, A. M. (2021)**. "Kurum İçi Girişimcilik Kültürü ve Liderlik: Artık Yeni Şeyler Söylemek Lazım" [Culture and Leadership for Corporate Entrepreneurship: It is time to Say New Things], in A. Candemir and C. Bulut (Eds.), *KOBİ*, 170-178, **Detay Yayıncılık**: Ankara. **ISBN: 978-6052544006**
9. Bulut, C., **Fis, A. M.**, and Halac, D. S. (2015). "The Academy of Culinary Arts - Turkey", in J. Hayton, C. Salvato and M. J. Manimala (Eds.), *Global Entrepreneurship: Case Studies of Entrepreneurial Firms Operating Around the World*, 164-176, **Routledge**: London and New York. "A" ranked publisher according to 2017 WASS-SENSE book publishers ranking list, 1 WoS citation. **ISBN: 978-0-415-70324-6**
10. Cetindamar, D. and **Fis, A. M. (2007)**. "Schumpeter's Twins: Entrepreneur and Intrapreneur", in E. G. Carayannis and C. Ziemnowicz (Eds.), *Re-Discovering Schumpeter: Creative Destruction Evolving into 'Mode3'*, 199-217, **Palgrave Macmillan**: New York. "B" ranked publisher according to 2017 WASS-SENSE book publishers ranking list; 2 WoS citations. **ISBN: 978-1403942418**

B.4. OTHER PUBLICATIONS:

- 10 Beba, A., Saatçioğlu, K., **Fiş, A.M.**, and Leblebici, B. (2009). "KOBİ'lerde Finansmana Erişim" [Access to Financing in SMEs], *Türkonfed, İstanbul*. **ISBN: 978-9944-0172-2-0**.

B.5. RESEARCH IN PROGRESS:

B.5.1. Submitted - Under Review:

B.5.2. Before Submission Phase:

11. "Women Entrepreneurship in Turkey: Construction of Gender Identities and Practices", with Ertugal, E. and Gur, F. *To be submitted to a Q1 SSCI journal before the end of 03/25*
12. "Creating An Intrapreneurial Climate: Potential Collateral Effects on Employee Attitudes", with Bulut, C. *To be submitted to a Q2-Q3 SSCI journal before the end of 07/25*
13. "Effects of Essentialism on Entrepreneurial Intentions and Efficacy", with Ozturkcan, S. *To be submitted to a Q2-Q3 SSCI journal before the end of 2025*.

B.6. GRANTS:

- **TÜBİTAK 1002, Researcher**, 2006, "Örgüt Kültürü ile Kurum İçi Girişimcilik İlişkisinde Girişimcilik Oryantasyonunun Bir Ara Değişken Olarak Rolü: Bir Kurum İçi Girişimcilik Modelinin Çok Metodlu Analizi" [The Intermediary Role of Entrepreneurial Orientation between Corporate Culture and Corporate Entrepreneurship: A Multi-Method Analysis of a Corporate Entrepreneurship Model Budget: 18.500 TL].

B.7. CONFERENCES:

B.7.1. Invited Speaker:

- Teaching Entrepreneurship for Undergraduate Students vs. Graduate Students. **European Forum Entrepreneurship Research Alumni Roundtable 2013, 10-12 November**, Budapest, Hungary.
- Teaching and Curriculum Development for Post-Graduates. **European Entrepreneurship Colloquium 2013, June 30 – July 6**, İstanbul, Turkey.

B.7.2. Presentations/Proceedings (ranked according to number of citations):

- "Kurumsal Girişimcilik ve Performans İlişkisi" [Firm-level Entrepreneurship and Performance Relationship], with D. Cetindamar. **17. Yönetim Organizasyon Kongresi**, May 2009, Eskişehir, Turkey. 22 citations.
- "Unlocking the Relationship Between Corporate Entrepreneurship and Performance", with D. Cetindamar. **PICMET '09 Conference, August 2009**, Portland, USA. Proceedings of PICMET 09 - Technology Management in the Age of Fundamental Change, Vols 1-5, pages: 1776-1787. 19 citations. WOS:000277502500186.
- "Girişimcilik Oryantasyonu, Kurum İçi Girişimcilik ve Bağlı Ölçeklerin Türkçe'de Geçerlemesi" [Validation of Entrepreneurial Orientation, Corporate Entrepreneurship and Related Scales in

Turkish], with D. Cetindamar. **15. Yönetim Organizasyon Kongresi, May 2007**, Sakarya, Turkey. 18 citations.

- “The Missing Link Between Firm-Level Entrepreneurship and Performance”, with D. Cetindamar. **9th International Entrepreneurship Forum, September 2009**, İstanbul, Turkey. 8 citations. *Award winner.*
- “Intrapreneurial Climate for performance, but for employees?”, with C. Bulut. **32nd Babson College Entrepreneurship Research Conference (BCERC), June 6-9, 2012**, Texas, USA. *Frontiers of Entrepreneurship Research* 32 (17), 15, (Interactive Paper). 1 citation.
- “Effects of Essentialism on Entrepreneurial Intentions & Efficacy”, with S. Ozturkcan. **19th EBES Conference, May 26-28, 2016**, İstanbul, Turkey.
- “Yeni Bir Örgüt Kültürü Boyutu: Sıkılık – Esneklik” [A New Dimension of Organizational Culture: Tightness – Looseness], with S. A. Wasti. **18. Yönetim Organizasyon Kongresi, May 2010**, Adana, Turkey.
- “What is Missing in Entrepreneurial Orientation - Performance Relationship?” **31st Small Business and Entrepreneurship Conference, November 2008**, Belfast, Northern Ireland. Also, **Doctoral Day participant.**
- “A Practice Sharing: Sabancı University Entrepreneur Development Program (EDP)”, with D. Cetindamar. **Entrepreneurial Education and Innovation for Cluster Development in Enlarged Europe Workshop, October 2003**, Nîmes, France.
- “Türkiye Politik Ekonomisinde Etkin Devlet Tartışması” [Discussion on Effective State in the Turkish Political Economy], with A. Öncü and M. B. Talay. **METU International Conference in Economics VII, September 2003**, Ankara, Turkey.
- “Entrepreneurial Information Search: Practice in Turkey”, with D. Cetindamar. **METU International Conference in Economics VII, September 2003**, Ankara, Turkey.

B.8. OTHER RESEARCH RELATED ACTIVITIES:

- Session Chair, **19th EBES Conference**, May 2016, İstanbul, Turkey.
- Doctoral Consortium Participant & Session Chair, **Babson Entrepreneurship Research Conference (BCERC) Annual Meeting, June 2005**, Babson, USA.
- Session Chair, **Academy of International Business (AIB) Annual Meeting, July 2004**, Stockholm, Sweden.
- Serve(d) as a referee/member in different committees for **TÜBİTAK** such as six 1001 panels, juries, and workshops, (2009 – still).

C. TEACHING

Interests: Entrepreneurship, Corporate Entrepreneurship and Innovation, Startup World, How to Manage Growth for Startups, Organizational Behavior.

C1. COURSES:

I offer(ed) **graduate and undergraduate level entrepreneurship and management courses** every semester/year since 2009 in Sabancı and mostly in Özyeğin University, such as:

- Introduction to Entrepreneurship,
- Fundamentals of Business – Introduction to Business
- New Business Creation,
- Entrepreneurship and Startup World,
- Creative Destruction,
- Sustainable Entrepreneurship,
- Independent Study in Entrepreneurship,
- Organizations.

I also supervise(d) *Entrepreneurship Certificate, Undergraduate Graduation, and E/MBA COOP Projects.*

C.2. ASSISTANTSHIP / TUTORING:

- Teaching and Research Assistantship in different courses such as Organizational Behavior, Entrepreneurship, and Practice and Theory of Globalization and to different professors like Dr. Nakiye Boyacıgiller, Dr. Dilek Çetindamar, Dr. Ahmet Öncü, Dr. Arzu Wasti, and Dr. Ayşe Karaevli, in Sabancı University, between 2002 – 2009.
- Girişimci Geliştirme Programı - [Entrepreneurship Development Program], Sabancı University, June-Dec. 2003; June – Aug. 2007.

D. SERVICE

D.1. GRANTS:

D.1.1. EU Projects:

- Erasmus for Young Entrepreneurs –Cycle 8, Leader of the Özyeğin Team, 2016 – 2018. Partners: UnternehmerTUM GmbH, Technische Universiteit Eindhoven, Özyeğin Üniversitesi, Fundacja Uniwersytetu, Fondazione Politecnico di Milano. Özyeğin Budget: 38.609,76 Euros
- Erasmus for Young Entrepreneurs – Cycle 7, *Leader of the Özyeğin Team*, 2015 – 2017. Partners: UnternehmerTUM GmbH, Technische Universiteit Eindhoven, Özyeğin Üniversitesi, Fundacja Uniwersytetu, Fondazione Politecnico di Milano. Özyeğin Budget: 75.626,75 Euros
- European Entrepreneurship Colloquia, *Member of the Özyeğin Team*, 2013 – 2015. Partners: European Forum for Entrepreneurship Research, Europe Unlimited, Özyeğin Üniversitesi, Vlerick Business School and Munich Technical University. Özyeğin Budget: 108.237,35 Euros
- Management for SMEs/NGOs - Exchange of Experience for Trainers, *Member of the Özyeğin Team*, 2010 – 2012. Partners: University of Economics of Prague, Wisdoma Ltd., Rotalent, Özyeğin Üniversitesi.

D.1.2. TÜBİTAK Projects:

- **2022:** 4005, Coordinator, Eğitimcilerin İnovasyon Hedefli Yetkinlik Becerilerinin Geliştirilmesi – [Innovation Centered Competency Development Program for k12 Educators]. Budget: 32.287 TL
- **2014 – 2017:** 1601, *Coordinator*, Özünde Girişimcilik Sertifika Programı. Budget: 48.240 TL
- **2013:** 2223, *Coordinator*, The European Entrepreneurship Colloquium 2013 Organization, 2013. Budget: 3.000 TL

D.2. EXECUTIVE EDUCATIONS OFFERED and CONSULTANCY:

- “Yaratıcı Yıkım: Kurum içi Girişimcilik / İnovasyon – [Creative Destruction: Corporate Entrepreneurship / Innovation]”. 1/1.5/2-day(s) modules developed and delivered to:
 - Özyeğin University – Alp Alkaş Retail and Real Estate Management Certificate Program (2024, 2023, 2022, 2021, 2020, 2019, 2018, 2017)
 - Daiichi Sankyo (2022)
 - Vakıf Katılım A.Ş. (2019)
 - Bilişim A.Ş. (2019)
 - Özyeğin University E/MBA Programs (2018)
 - İş Bankası (2017)
 - ING Bank (2016)
 - Garanti Bankası (2016, 2015), to 4 different groups with Dr. Steven Seggie and Dr. Emre Soyer
 - Vestel Graduate and MT Programs (2010, 2013)
 - Havelsan (2009), with Dr. Dilek Cetindamar
 - Borusan (2009), with Dr. Dilek Cetindamar
- “Girişimcilik / Büyümeye Geçiş / İş Planı Hazırlama Eğitimleri - [Entrepreneurship Education]”
 - Özyeğin University Summer School for High School Students (2023, 2020, 2019, 2018, 2017, 2016, 2015)
 - KOSGEB (2018), 4 days module.

- **ENKA High School** (2016-2017), *first semester*.
- **Anadolu Vakfı** (2016), *1 day module developed and delivered for women entrepreneurs*,
- **Özyeğin University - Goldman Sachs Foundation, 10K Woman Entrepreneurship Certificate Program** (2014, 2013, 2012, 2011, 2010), *2 days modules developed and delivered for 12 different cohorts and served in the selection and jury panels*.
- **L'oreal İstanbul** (2021), "İnovasyon ve Şirket İçi Girişimcilik Semineri" - [Innovation and Corporate Entrepreneurship Seminer]", 1 hour webinar for 100+ employees.
- **Kordsa A.Ş.**, (2009, 2010, 2011, 2012, 2013, 2014). "Customer Attitudes Survey and Implications for Improving Customer Satisfaction" technical report prepared with S. A. Wasti

D.3. SOCIAL IMPACT

- **KalDer** - Turkish Quality Association – Quality Award Assessor & Chief Assessor (1999 – 2012); Quality Award Steering Committee Member (03/2012 – 12/2014; 08/2018 – 04/2019; 11/2020 – 11/2023).
- **Başlangıç Noktası Teknoloji Girişimciliği Programı** – [Beginning Node Academy – Entrepreneurship Program]: Two hours seminar on "Problem, Değer Önerisi ve Çözüm" – [Problem, Value Proposition, and Solution], 28/02/2022.
- Member of Advisory Board for **CaseCampus by Endeavor Turkey**, (2015 – still).
- **Jury member** for Türkiye İnsan Yönetimi Derneği (**PERYÖN**); 12. Peryön İnsana Değer Ödülleri, "Gelişim ve Yetenek Yönetimi – Personal Development and Competency Management" category (2020).
- Served as a member of "X. Development Plan, Development of Entrepreneurship" Special Expert Commission, **Ministry of Development**, 2013.
- **Co-editor** role in the translation of the book called "The Lean Startup" [Yalın Yeni Girişim] into Turkish. 2012, Özyeğin Üniversitesi Yayınları, İstanbul ISBN: 978-605-5625-05-4

D.4. OTHER SERVICE-RELATED ACTIVITIES:

- Serve(d) in **different committees of the Özyeğin University and Business Faculty** such as:
 - *Faculty Board – still member,*
 - *Graduate School of Business Board – still member,*
 - *Faculty Curriculum and AoL Committee – still chair,*
 - *University Curriculum Committee – still member,*
 - *Faculty AACSB and AoL Committee – member,*
 - *Faculty Curriculum Committee – member,*
 - *University Faculty Excellence Awards Committee – member and chair,*
 - *Faculty Discipline Committee – member,*
 - *University Campus Services Advisory Board – member,*
 - *Faculty High Schools Promotion Committee – member,*
 - *Faculty University Promotion Days Organizer – member.*
 - *YOK Application for the "Entrepreneurship" Program – member,*
 - *University Entrepreneurship Strategy Working Group – member,*
 - *University Entrepreneurial and Innovative University Index Committee – member,*
 - *University Survey Committee – member,*
 - *Faculty Transfer, Double Major, Minor Application Assessment Committee – member,*
 - *Özyeğin University TTO A.Ş. Board – member,*
 - **Ad-hoc academic advisory role** in some of the Özyeğin University Entrepreneurship Center / Startup Factory and TTO projects such as High School Students Entrepreneurship Boot Camp project, ISTKA projects, EFER projects, KOSGEB training, etc.

E. PROFESSIONAL EXPERIENCE:

E.1. ACADEMIA:

Sept.'09 – Pres.	Özyeğin University, İstanbul, Turkey
Sep.'11 - Pres.	Assistant Professor , Faculty of Business <ul style="list-style-type: none">• Founding Chair of Entrepreneurship Department, December 2012 - September 2015; February 2018 – <i>still</i>.• Founding Academic Coordinator of Master of Arts in Entrepreneurship Program, September 2012 - September 2015.
Sept.'09 - Aug.'11	Post-Doctoral Research Fellow , Faculty of Economics and Administrative Sciences
Feb. '09 – Aug.'09	Sabancı University, İstanbul, Turkey Part Time Faculty Member , Faculty of Management
Oct.'02 – Jan.'09	Sabancı University, İstanbul, Turkey Research Assistant , Faculty of Management
Aug. '94 – Jun. '95	Oklahoma State University, Stillwater, OK, USA Graduate Assistant , College of Business Administration

E.2. INDUSTRY:

Aug. '96 – Sep. '02	Olmuxsa International Paper – Sabancı Packaging & Trade Inc., İstanbul, Turkey
Jun. '02 - Sep. '02	Quality Specialist , Human Resources & Quality Department
Feb. '99 - Jun. '02	Strategy Specialist , Information Systems & Technology Department <ul style="list-style-type: none">• Helped in managing and implementing a tailor-made ERP system
Aug. '96 - Feb. '99	Assistant to General Manager , Office of the General Manager <ul style="list-style-type: none">• Initiated and leaded major projects such as EFQM Excellence Model, new performance appraisal system, company-wide reporting system, etc.
July '95 – Nov. '95	Hacı Ömer Sabancı Holding Inc., İstanbul, Turkey Assistant to General Secretary , Office of the General Secretary <ul style="list-style-type: none">• Active role in Sabancı University Search Conference organization & preliminary feasibility studies

F. AWARDS AND HONORS:

- “Faculty Excellence Award in Service”, June 2014, *Özyeğin University*.
- “Best Paper Award for Scholarship and Academic Rigour”, September 2009, *9th International Entrepreneurship Forum*.
- Full Ph.D. scholarship and research assistantship, Fall 2002 – January 2009, *Sabancı University*.
- Honorary Award for ten years of service as Quality Assessor, November 2008, *KalDer - Turkish Quality Society*.
- Doctoral Consortium Participant, June 2005, *Babson Entrepreneurship Research Conference*.
- Graduate assistantship and tuition waiver, Fall 1994 – Spring 1995, *Oklahoma State University*.
- Scholarship for the Excellent Performance at the University Entrance Exam, Fall 1988 – Fall 1993, *Hacı Ömer Sabancı Foundation*.

G. CERTIFICATES AND OTHER SKILLS:

- Certified KOSGEB trainer since 2010.
- Management Trainee Program (YAP) of Sabancı Holding: 1999-2001.
 - Attended various seminars on Coaching, Empowering Leader, Forming & Managing Teams, Effective Presentation Skills, Group Dynamics & Human, Communication & Effective Living, Globalization & Meaning Management, Creative Problem Solving and Decision Making, etc.
- ISO - 9000 Internal Quality Auditor, 1997.
- **Turkish** - mother tongue; **English** - advanced at all levels; **Arabic** – beginner at all levels.

H. PERSONAL:

- **BÜMED** [Boğaziçi University Alumni Association] – Member (1993 - still),
- **Beta Gamma Sigma Honorary Society** – Member (1995 - still),
- **OSU Turkish Student Association** – President (1994 – 1995); Member (1993 – 1995),
- **BURCIN** [Boğaziçi University & Robert College Alumni International] – Founding Board Member (1994 – 1995),
- Completed military obligation in Turkish Army Headquarters (Dec.'95 – July'96).
- Born in Ankara on July 8, 1970. Married with two children.

I. REFERENCES:

- **S. Arzu Wasti**, Professor of Organization Studies, Faculty of Management, Sabancı University. (216) 483 96 62, awasti@sabanciuniv.edu
- **Lütfihak Alphan**, Professor of Strategy, Faculty of Management, Istanbul Technical University. (212) 293 13 00; alpkan@itu.edu.tr
- **Hayat Kabasakal**, Professor of Organization Studies, Graduate Studies Coordinator, Department of Management, Boğaziçi University. (212) 359 65 09; kbasaka@boun.edu.tr
- **Dilek Cetindamar**, Associate Professor, Director of Master of Business and Technology; School of Information, Systems and Modelling, Faculty of Engineering and IT, University of Technology Sydney. +61 2 95141830, Dilek.CetindamarKozanoglu@uts.edu.au