

# Dr. SELEN KARS ÜNLÜOĞLU

## EMPLOYMENT

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<b>Sabancı Business School, Sabancı University</b> Associate Professor in Organization & Management	<b>Istanbul, Turkey</b> 2025 – Present
<b>Bristol Business School, University of the West of England</b> Associate Professor in Organization Studies Senior Lecturer in Organization Studies Lecturer in Organization Studies	<b>Bristol, UK</b> 2022 – 2025 2016 – 2022 2014 – 2016
<b>Izmir University of Economics</b> Lecturer in Management Visiting Lecturer	<b>Izmir, Turkey</b> 2012 – 2014 2010 – 2012

## QUALIFICATIONS

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PhD in Management Learning, <b>Lancaster University</b>	2007 – 2011
PG Certificate in Learning and Teaching in Higher Education <b>Lancaster University</b>	2008
MBA, <b>Sabancı University</b>	2005 – 2007
MBA, <b>University of Florida (Summer Exchange)</b>	Summer 2006
BA in Social and Political Sciences, <b>Sabancı University</b>	2001 – 2005

## PUBLICATIONS

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### REFEREED JOURNAL ARTICLES

- **Kars-Unluoglu, S.**, Guneri-Cangarli, B., Turner, A., Kempster, S., & Trehan K. (2026). Management educators' identity play. *Management Learning*. Online First: <https://doi.org/10.1177/13505076251408447>
- **Kars-Unluoglu, S.**, Galpin, K., Gaggiotti, H. and Jarvis, C., (2025). Are we all in it together? Constructions of responsible leadership through speechmaking at COP26, *Leadership*, 21(4), 325-359.
- **Kars-Unluoglu, S.**, Kevill, A. & Shortt, S. (2025) What happens when you give an entrepreneur a camera? Illuminating the spatial, embodied and emotional aspects of entrepreneuring. *International Journal of Entrepreneurship and Innovation*. Online First: <https://journals.sagepub.com/doi/full/10.1177/14657503251317610?mi=ehikzz>
- **Kars Ünlüoğlu, S.** (2025). Örgütsel Öğrenmeye Yönelik Bütüncül Bir Yaklaşım. *Yaşar Üniversitesi Dergisi*, 20(77), 158-180.

- Gjerald, O., **Kars-Unluoglu, S.**, Zabicka-Wlodarczyk, M., & Lupina-Wegener, A. (2025). Editorial – Changing change: From heroic leadership to collective agency. *Journal of Change Management*, 25(3), 169-178.
- Bolden, R., **Kars-Unluoglu, S.**, Sheffield, R., & Jarvis, C. (2023). Paradoxes of multi-level leadership: Insights from an Integrated Care System. *Journal of Change Management*, 23(4), 337-357.
- **Kars-Unluoglu, S.**, Guneri-Cangarli, B., Yurt, O., & Gencer, M. (2022). Migrants as 'dissonant harmony-seekers' and migrant life in 'foam'. *Journal of Global Mobility*, 11(1), 125-144.
- **Kars-Unluoglu, S.**, Jarvis, C., & Gaggiotti, H. (2022). Unleading during a pandemic: Scrutinising leadership and its impact in a state of exception. *Leadership*, 18(2), 277-297.
- Robinson, S., Contu, A., Elliott, C., Gagnon, S., Antonacopoulou, E., Bogolyubov, P., ...**Kars, S.**, ... Vera, D. (2022). In praise of holistic scholarship: A collective essay in memory of Mark Easterby-Smith. *Management Learning*, 53(2), 363-385.
- **Kars-Unluoglu, S.**, & Kevill, A. (2021). Emotional foundations of capability development: An exploration in the SME context. *Journal of Management & Organization*, 27(4), 674-693.
- Kevill, A., Trehan, K., Harrington, S., & **Kars-Unluoglu, S.** (2021). Dynamic managerial capabilities in micro-enterprises: Stability, vulnerability and the role of managerial time allocation. *International Small Business Journal*, 39(6), 507-531. **\*Awarded the Best Paper of the Year 2021.**
- **Kars-Unluoglu, S.** (2016) How do we educate future innovation managers? Insights on innovation education in MBA syllabi. *Innovation: Organization & Management*, 18(1), 74-98.

## BOOK CHAPTERS

- **Kars-Unluoglu, S.** & Mangion-Thornley K. (2025). Do we have time for this? Time and critical management education. In C. Rigg & K. Trehan (Eds.), *Research Handbook of Critical Management Education* (pp. 205-217). Edward Elgar Publishing.
- Uçel, E. B., Yıldırım, C., **Kars-Ünlüoğlu, S.** & Kurt Yılmaz, B. (2025). The gendered nature of vulnerability in higher education: The Case of Türkiye. In H. Gaggiotti & I. A. Diaz-Carrion (Eds.), *Women, Organizations and Vulnerability Global Archetypes* (pp. 127-137). Routledge.
- Gaggiotti, H., Jarvis, C., von Bülow, C., & **Kars-Unluoglu, S.** (2024). From magical thinking to being 'pragmatic': Narratives of wellbeing in health and care in England. In Kanjere, A., Phillips, T., Jones, T., Araujo, N., & Taylor, J. (Eds.), *Narratives of Wellbeing* (pp. 217-234). Palgrave Macmillan.
- Gaggiotti, H., **Kars-Unluoglu, S.**, & Jarvis, C. (2022) Learning through uncertainty: Team learning and the development of entrepreneurial mindset. In E. Hunt, M. Firth, T. Broadley, J. Neugebauer, Y. Cai (Eds.) *SAGE Handbook of Graduate Employability* (pp. 7-23). SAGE.
- Jarvis, C., Gaggiotti, H., & **Kars-Unluoglu, S.** (2022) Is it all in the Mindset? In E. Vettraino & B. Urzelai (Eds.) *Team Academy: Leadership and Teams* (pp. 41-58). Routledge.
- Sheffield, R., **Kars-Unluoglu, S.**, & Jarvis, C. (2022) Climate for innovation: A critical lever in the leadership of innovation. In R. Agarwal, R. Green, E. Patterson & S. Pugalia (Eds.) *Innovation* (pp. 40-60). Routledge.

- Güneri Çangarlı, B., **Ünlüoğlu, S.**, & Atabay, G. (2022) Pandemi Sonrası Liderlik ve İnsan Kaynakları Yönetimi. B. Guneri-Cangarli, T. Demirkaya (Eds.), Zor Dönemlerde Şirket Stratejileri: Pandemi ve Krizlerle Başa Çıkabilmek (pp. 17-50). Hümanist Kitap.
- **Kars-Unluoglu, S.**, Guneri-Cangarli, B., & Gaggiotti, H. (2022). Narrative practicing of the meaning of work: The gender we think and talk. In E. B. Ucel (Ed.) *Eastern Perspectives on Women's Roles and Advancement in Business* (pp. 1-27). IGI.
- Jarvis, C., Gaggiotti, H., & **Kars-Unluoglu, S.** (2020) Unleadership. In M. Parker (Ed.) *Life after COVID-19* (pp. 125-134). Bristol University Press.

## BOOKS

- **Kars-Ünlüoğlu, S.**, Jarvis, C., & Gaggiotti, H. (2024). *Unleadership: The remarkable power of unremarkable acts*. DeGruyter.
- Southall, J., **Kars-Unluoglu, S.**, & Tsay, C. (2021). *Organisational Behaviour* (1e). Pearson.

## AWARDS

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- 2023 Finalist UWE Bristol Outstanding Learning & Teaching Award**
- 2022 Winner International Small Business Journal Best Overall Paper 2021**  
for the article "Dynamic managerial capabilities in micro-enterprises: Stability, vulnerability and the role of managerial time allocation".
- 2021 Finalist UWE Student Union Award in Outstanding Teaching**
- 2021 Nominee British Academy of Management Education Practice Award**
- 2017 Vice Chancellor's Early Career Researcher Development Award**

## GRANTS

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- 2022-2024 British Academy / Leverhulme Small Research Grants**
- Funding sought: £10,000
  - The project investigates the enablers and barriers to transferring individual-level digital capabilities SMEs acquire from learning factories to the organizational level.
- 2022-2023 Connecting Research Scheme**
- Funding sought: £6,000
  - The project aims to explore perceptions, interpretations, and experiences of academics to integrate "enterprising skills and mindsets" in their teaching and research practice.
- 2021-2022 Connecting Research Scheme**
- Funding sought: £6,000
  - The project explored the process of entrepreneurial identity construction in young creative practitioners, utilizing the innovative methodology of reflexive video ethnography.

**2021-2023 Higher Education Innovation Fund (Co-I)**

- Funding sought: £30,000
- The project aims to explore, with a network of practitioners, the potential of unleadership practices, a new approach to thinking about leader-follower relations and what leaderly practices from non-leaders could look like.

**2021-2022 Association for Learning Development in Higher Education (PI)**

- Funding sought: £1,000
- The project gained insights to support and improve arts-based management education in the virtual world of teaching.

**2020-2021 British Council Newton Fund Research Environment Links (PI)**

- Funding sought: £34,335 (+£34,416 partner funding)
- In partnership with Izmir University of Economics (Turkey) Faculty of Business, this project aimed at building and supporting a research-informed, practice-led environment at the partner institution for innovative entrepreneurship to flourish.

**2019-2020 BAM Management Knowledge and Education Award (Co-I)**

- Funding sought: £3,942
- Project aimed at understanding the impact of team learning on developing an entrepreneurial mindset in budding entrepreneurs.

## **CONSULTANCY AND KNOWLEDGE EXCHANGE**

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**WILTSHIRE COUNTY COUNCIL**

**September 2023 – July 2024**

Working in partnership with Wiltshire County Council, undertook a collaborative and interdisciplinary inquiry to understand and improve the performance of rural enterprise in Wiltshire with an emphasis on building resilient communities and exploring post-pandemic patterns of working and enterprise.

**ROYAL BOROUGH OF WINDSOR AND MAIDENHEAD**

**August 2022 – October 2023**

Undertook an evaluation of the Borough's World Café Project. The Borough delivers World Cafés as a place-based, bottom-up approach to local governance to nurture citizen engagement and involvement. Through this evaluation, we support further expansion of the program to reach wider populations.

**ROYAL BOROUGH OF WINDSOR AND MAIDENHEAD**

**April – August 2022**

Led on an evaluation of the Borough's Wellbeing Circles Project. The Borough delivers the Wellbeing Circles Project as an innovative new way to encourage vulnerable adults using NHS mental wellbeing services to engage with local organizations to enable them to maintain independent lives. Through this evaluation, we support further expansion of the program to reach wider populations.

**FRIMLEY HEALTH AND CARE**

**September 2021 – April 2022**

Undertook an evaluation of the Academy's Frimley 10/100 Program. Frimley 10/100 program supports a diverse cadre of health and social care leaders to co-design a health inequalities

program. Through this evaluation, we support the further development and scalability of the program to develop creative, innovative, dispersed ways of working with communities.

### **NOTTINGHAMSHIRE ICS OD COLLABORATIVE**

**January 2021 – June 2021**

Reviewed the current practices of partnership working in the Nottinghamshire Integrated Care Systems, producing findings and recommendations for furthering partnership working to advance innovation and developing an inclusive culture.

### **IZMIR CHAMBER OF COMMERCE**

**September 2013 – March 2014**

In a team of six, prepared the 2014-2017 Strategic Plan of the Izmir Chamber of Commerce.

### **AVEA**

**June – August 2012**

In a team of three, identified training and learning needs, captured the best practices and co-designed the structural changes in HR practices and training programs.

## **UNIVERSITY SERVICE**

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### **UNIVERSITY OF THE WEST OF ENGLAND**

- Mentor, Women in Research Mentoring Scheme, 2023 – 2025
- Member, Athena SWAN Gender Equality Charter Steering Group, 2022 – 2024
- Member, College of Business & Law, Research & Knowledge Exchange Committee, 2022 – 2024
- Member, University Academic Board, Learning, Teaching & Student Experience Committee, 2020 – 2023
- Member, College of Business & Law, Education Recovery Group in Teaching and Learning (COVID-19 Response), 2020
- Coordinator, Peer Assisted Learning Program for the Department of Business & Management, 2016-2020

### **IZMIR UNIVERSITY OF ECONOMICS**

- Member, Faculty of Business, Advisory Committee for Undergraduate Student Recruitment, 2013-2014
- Member, Faculty of Business, Undergraduate Internship Commission, 2012-2014

## **SERVICE TO PROFESSION**

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- Associate Editor, *Culture & Organization*
  - Associate Editor, *Journal of Change Management*
  - Editorial Board Member, *Leadership*
  - Reviewer for British Academy / Leverhulme Trust
  - Reviewer for Advance HE National Teaching Fellowship Scheme
  - Reviewer for academic publishers - Bloomsbury Press, Oxford University Press and Pearson
  - Regular reviewer for academic journals - *Culture & Organization*, *Journal of Management & Organization*, *Leadership*, *Public Management Review*
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