

Curriculum Vitae
Melsa Ararat (Merrell)

ACADEMIC QUALIFICATIONS

1991 Ph.D. (Organization and Strategy) : Istanbul University (Distinction), Istanbul
1987 M.Sc. (Thermodynamics) : Aegean University (Distinction), Izmir
1976 B.Sc. (Chemical Engineering) : Middle East Technical University, Ankara

ACADEMIC AFFILIATIONS

2025 – Current Visiting Professor, *Özyeğin University*
2014 – 2021 July Principal Investigator (equivalent of professor), *Sabancı University Business School*
2015 – 2021 Visiting professor, *Faculty of Business, Finance and Economics, Groningen University*
2011 – 2014 Associate Professor of Management and Strategy, Practice Faculty Member, *Sabancı University School of Management*
2002 - 2011 Assistant Professor of Management and Strategy, *Sabancı University, Practice Faculty Member*
2007 – 2018 Coordinator and Research Bulletin Editor - Emerging Markets Corporate Governance Research Network, *IFC /Global Corporate Governance Forum*

PUBLIC AFFILIATIONS

2000 – Current Academic Member - *European Corporate Governance Institute* (<https://www.ecgi.global/>)
2002 – Current Founder and Managing Director, *ILLAC Ltd., Oxfordshire, UK*
2016 – Current Board Chair - *30% Club Turkey Campaign* (<https://30percentclub.org>)
2020 – Current Advisory Board Member - *Human Development Foundation (INGEV)* (<https://ingev.org/en/>)
2021 – Current Fellow, *RSA* (<https://www.thersa.org/>)
2023 - Current Advisory Board Member, *Chapter Zero Turkey* (<https://chapterzeroturkiye.com>)
2009 – 2023 Director – Turkey and advisor, *CDP* (<https://cdpturkey.sabanciuniv.edu>)
2015 – 2021 Governor (Member of the Board), *International Corporate Governance Network* (<https://www.icgn.org/>)
2019 – 2023 Board Member - *UN Global Compact Turkey Network* (<https://www.globalcompactturkiye.org>)
2020 – 2023 Global Steering Board Member - *30% Club*

ADMINISTRATIVE POSITIONS

2002 – 2022	Director Corporate Governance Forum of Turkey, <i>Sabanci University</i>
2009 –2013	Member of the EMBA Curriculum Committee
2009- 2015	UN PRME (Principles of Responsible Management Education) Task Force Leader, <i>Sabanci University</i>
2012- 2021	Director, Independent Women Directors Project, <i>Sabanci University</i>
2014 – 2021	Director, Business Against Domestic Violence Project, <i>Sabanci University</i>

TEACHING (Courses taught)

2010 – 2015	Corporate Governance (Master of Finance)
2014	Social and Environmental Cost of Energy (Master of Science)
2004 – 2014	Business and Ethics (EMBA and MBA)
2004 – 2010	Strategic Management (MBA and UG)
2003 – 2005	Corporate Governance (EMBA and MBA)
2003/2004	Strategic Analysis and Strategy Formulation (EMBA)
2001/2002	Strategic Thinking and Action (EMBA and MBA)

CORPORATE BACKGROUND

2000-2001	ATOS/Origin: Brussels, Belgium, Executive Committee Member, Director of Global Programs and Strategic Initiatives
1997-2000	Managing Director Philips ICT, Japan
1997-2000	Representative Director of T&O Consulting, Japan
1994-1997	Origin Asia/Pacific: Singapore Regional Director of Alliances and Global Clients
1987-1994	Management Science America/TES: Istanbul, Turkey, Business Unit Manager
1985-1997	Izmir Cotton Textiles, Organization and Systems Engineer
1977-1980	Turkish Electrical Authority, Thermal Power Plant Division Liaison Engineer

SERVICES

2021-current	Advisory Board Member, UN SSE Investor Group
2014 – 2016	Facilitator of Gender Finance Round Table (co-hosted with IFC)
2014 – 2016	Academic Advisor and Coordinator of the Academic Board, TKYD (Corporate Governance Association of Turkey)
2014 – 2022	Member of the Awards Jury, Sustainability Academy
2003 – 2021	Contributor to the World Bank “Doing Business in Turkey” reports
2011 – 2015	Member of Advisory Board - <i>Climate Bond Initiative</i>
2010 –2021	Member of the Business Ethics Committee – <i>International Corporate Governance Network (ICGN)</i>
2008 – 2021	Member of the Awards Committee – <i>International Corporate Governance Network (ICGN)</i> .
2007 – 2013	Member of CG Task Force, Ministry of Finance, Investment Climate Improvement Committee, Treasury of Turkish Republic.

2005 – 2015	Advisory Board Member, <i>Corporate Social Responsibility Association</i> , Turkey
2003 – 2019	Member - <i>Business Europe Company Law Task Force</i> on behalf of TUSIAD
2009- 2011	Member of the Jury, <i>Turkey's Investor Relations Awards</i>
2006 – 2008	Moderator, Turkish Textile Sector Social Standards Round Table, German Development Agency (GTZ) program together with Prof. Ayse Bugra
2002 – 2004	Member of Turkey's Capital Market Board's Corporate Governance Committee which developed the CG Principles.

RECOGNITIONS

2011	IABPAD Conference Best Papers Award
2010	Letter of recognition for high quality contribution to Doing Business in Turkey report series by World Bank Private Sector Unit
2009	Emerald Literati Award
2006	Letter of recognition from OECD President for high quality input to CG Assessment Methodology

REVIEWER-JOURNALS

Emerging Markets Review, European Management Review; Social Responsibility Journal; British Journal of Management; Business Ethics, A European Review; Emerging Markets Finance and Trade; Thunderbird International Business Review; Corporate Governance; an International Review; Corporate Governance; an International Journal of Business in Society; YAD; IIF; Business Ethics Quarterly; METU Studies in Development; BAS (Business & Society); Review of Managerial Science, International Journal of Financial Studies; International Review of Economics and Finance; Journal of Business Ethics; Emerging Markets Review; Cross Cultural & Strategic Management

EDITORIAL

2019-2021	Subject Editor, <i>Emerging Markets Review</i>
2019	Co-Editor of Special Issue, <i>Emerging Markets Review</i>
2017	Co-Editor of Special Issue, <i>Journal of Business Ethics</i>
2007 – 2015	Editor of Emerging Markets Corporate Governance Research Network Research Bulletin
2006	Guest Editor of <i>Corporate Governance, an International Review</i> , Vol. 14, No.4
2002 – 2020	Editorial Advisory Board Member, <i>International Corporate Governance; Business in Society</i>

REVIEWER, RESEARCH FUNDS

European Commission COST (2018)
Izmir Ekonomi Universitesi (2016)
Canadian Research Fund (2010 and 2013)
TKYD Research Fund (2015)
IFC Research Grant (2009)

CHAIR/CONVENER/PROGRAM - ACADEMIC CONFERENCES

- 2018 Member of the Organizing Committee, Sixth International Conference on Corporate Governance in Emerging Markets, 5-6 July, hosted by ING Bank, Amsterdam
- 2016 Member of the Organizing Committee, 17. Workshop on Corporate Governance, 29-30 September 2016, hosted by Sabancı University, İstanbul
- 2015 Member of the Organizing Committee, Fifth International Conference on Corporate Governance in Emerging Markets, hosted by HHL, Leipzig, Germany, September 2015
- 2013 Member of the Organizing Committee ad session chair, Fourth International Conference on Corporate Governance in Emerging Markets, hosted by Indian Institute of Science, Hyderabad, August 2012
- 2011 Member of the Organising Committee, Third International Conference on Corporate Governance in Emerging Markets, hosted by Korean University, Seoul 28-29 May, 2011
- 2010 Session Chair, 30th Annual Conference of Industrial Engineering and Operational Research, 30 June- 2nd July 2010, İstanbul
- 2009 Member of the Organising Committee, session chair, Second International Conference on Corporate Governance in Emerging Markets, hosted by Federal University of Rio de Janeiro, Sao Paolo, 1-2 July
- 2008 Member of the Organizing Committee, European Workshop on Corporate Governance and Investments, hosted by Sabancı University, Istanbul, 6-7 November
- 2008 Member of the Organizing Committee International workshop on Corporate Governance in Emerging Markets, Yale, 9-10 September
- 2007 Chair of the Organizing Committee, First International Conference on Corporate Governance in Emerging Markets, Istanbul, and 15-17 November
- 2006 Conference Committee Member and session chair, 2. International Conference on Business, Management and Economics, Yasar University, Cesme, 15-19 June
- 2003 Conference Committee Member, Family Firms and Corporate Governance, Sabancı University, Istanbul, 20-22 May

RANKING (as of 2025 January)

<i>SSRN Database</i>	: Among Top 12000 authors, ranks 3900
<i>Google Scholar</i>	:
<u>Citations</u>	2729
<u>h-index</u>	19
<u>i10-index</u>	29

RESEARCH SUPREVISION (2016-2021)

Thesis Supervised for Master of Science in International Financial Management or Finance (Groningen University Faculty of Economics and Business, and Uppsala University)

- The Effect of Ownership Structure on Firm Performance: Evidence from the Food Industry
- Country Differences in the Relationship of Corporate Social Responsibility and the Cost of Equity Based on the Legal Origin Theory

- Board Gender Diversity and Firm performance: How do Educational Levels and Board Gender Quotas affect this Relationship?
- Does the Proportion of Independent Directors Influence the Level of Environmental Disclosure of Companies in Far East Asian Markets?
- The Influence of Corporate Governance Quality and Growth Opportunities on Firms' Payout Policy
- Tax Avoidance and Financial Constraints: The influence of Firm- and Country-level Governance
- 'Does it pay to be green?' Country differences in the success of environmental performance
- The effect of Board Structure on the relationship between Gender Diversity and Corporate Risk-Taking
- Gender Diverse Boards and Innovation: The Effect on Financial Performance
- The effect of board gender diversity on firms' environmental performance: international evidence
- Firm level corporate governance, country level corporate governance and corporate risk-taking
- Board independence and firm performance: The moderating effect of ownership concentration and shareholder protection
- What would Lehman Sisters do? The effect of board gender diversity on M&A decision-making and performance
- The influence of board gender diversity on corporate risk taking in US non-financial firms
- Gender Diversity in the Board of Directors and the effect on Firm Financial Performance: Including the Role of Stock Markets
- The effect of board gender diversity on firms' environmental performance: international evidence

PUBLICATIONS

RECENT REFEREED PUBLICATIONS

- 2024 Borhan Sayedy, Melsa Ararat. The Role of Individual Shareholders in Advancing Board Gender Diversity: Insights from an Emerging Market. Kennesaw State University Working Papers Series, FALL24-05, November 2024.
- 2021 Ararat, Melsa, Moataz El-Helaly, Alan Lowe, and Nermeen Shehata. Contingent Effect of Board Gender Diversity on Performance in Emerging Markets: Evidence from the Egyptian Revolution. *Journal of Risk and Financial Management*, Vol. 14: 538. <https://doi.org/10.3390/jrfm14110538>
- 2021 Melsa Ararat, S. Claessens, B. Yurtoglu, Corporate Governance in Emerging Markets: A Selective Review and an Agenda for Future Research, Vol.48, September 2021 *Emerging Markets Review*, <https://doi.org/10.1016/j.ememar.2020.100767> (SSCI)
- 2021 Ararat M., Colpan A.M., Matten D. Corporate Social Responsibility in Business Groups. In: Poff D., Michalos A. (eds) *Encyclopedia of Business and Professional Ethics*. Springer, Cham, DOI: https://doi.org/10.1007/978-3-319-23514-1_1209-1

- 2021 Melsa Ararat, B. B. Yurtoğlu ‘Female Directors, Board Committees and Firm Performance: Time-Series Evidence from Turkey’, *Emerging Markets Review*, Vol.48, September 2021, <https://doi.org/10.1016/j.ememar.2020.100768> (SSCI)
- 2019 Melsa Ararat, B. Sayedy (2019) ‘Gender and Climate Change Disclosure: An Interdimensional Policy Approach, *Sustainability* 2019, 11(24), 7217; <https://doi.org/10.3390/su11247217> (SSCI)
- 2018 Melsa Ararat, A.Colpan and D. Matten. (2018) “Business Groups and Corporate Social Responsibility for the Public Good”, *JBE*, Vol: 153, Issue:4, pp: 911-929 (SSCI and FT45)

CURRENT ONGOING RESEARCH

- 2025 Melsa Ararat, Onuralp Armagan, Ata Bertay, ‘Does Workforce Gender Diversity Influence Banks’ High-level Decisions? Evidence on Credit Growth and Risk-Taking, available at https://papers.ssrn.com/sol3/papers.cfm?abstract_id=4530045

PREVIOUSLY

- 2017 Melsa Ararat and M. Eroglu, (2017) “Separation of execution and control functions for effective governance and the potential impact of structural regularities in Turkey in firm performance”, *Kadir Has University Journal of Law*, VOL:5, NO:1, pp: 105-122
- 2017 Melsa Ararat, B. Black and B. Yurtoglu, (2017) "The Effect of Corporate Governance on Firm Value and Profitability: Time-Series Evidence from Turkey”, *Emerging Markets Review*, Vol:30, Pages 113-132 (SSCI)
- 2015 Melsa Ararat, M. Aksu and A. Cetin, “How Board Diversity Affect Firm Performance in Emerging Markets, evidence on Channels in Controlled Firms”, *Corporate Governance, an International Review. Vol: 23, No:2, pp: 83-103* (SSCI)
- 2013 Melsa Ararat and Burcin Yurtoglu, “Institutional and Company Specific Determinants of International Institutional Investors’ Tendency to Vote at General Assemblies”, *IIF*, 28: 322, pp. 61-90 (SSCI)
- 2012 Melsa Ararat and M. Eroglu, “Istanbul Stock Exchange Moves First on Mandatory Electronic Voting at General Meetings of Shareholders”, *Harvard Law School Forum on Corporate Governance and Financial regulation*; 6 November 2012
- 2011 Melsa Ararat, Stijn Claessens, Burçin Yurtoglu. ‘Third International Conference on Corporate Governance in Emerging Markets’, Melsa Ararat, Stijn Claessens and B. Burcin Yurtoglu, *Journal of East European Management Studies*, Vol. 16, No:4 (2011), pp. 373-382
- 2008 Melsa Ararat, B. Burçin Yurtoğlu, “Yönetim ve Küresel Rekabet”, *Yönetim Araştırmaları Dergisi (Journal of Management Research)*, Vol.6, No.1-2.
- 2008 Melsa Ararat, “A development perspective for “corporate social responsibility”, case of Turkey”, *Corporate Governance*, Vol.8, No.3, pp. 271-285

- 2008 Melsa Ararat, together with Burcin Yurtoglu, “Rating based Indexing of Istanbul Stock Exchange, lessons from its failure and Novo Mercado’s success in advancing corporate Governance Reforms”, *FOCUS (IFC)*, 5, 57-77.
- 2006 Melsa Ararat and B. Burcin Yurtoglu, ‘Introduction’, in *Corporate Governance, an International Review* Volume 14, No: 4, pp. 201-07 (SSCI),
- 2006 Mehmet Ugur and Melsa Ararat, “Does Macroeconomic Performance Affect Corporate Governance, Evidence from Turkey”, *Corporate Governance, an International Review* Volume 14, No.4, pp. 325-39 (SSCI),
- 2004 Mehmet Ugur and Melsa Ararat, “Imperfect Information and Corporate Governance: Some Policy Implications”, *Global Business and Economics Review, Anthology 2003*, pp. 192-203
- 2003 Melsa Ararat and Mehmet Ugur, “Corporate Governance in Turkey: An Overview and Some Policy Recommendations”, *Corporate Governance: The International Journal of Business in Society*, Volume 3, No: 1, pp: 58-75,

PUBLICATIONS in BOOKS/EDITED Volumes

- 2024 Melsa Ararat, ‘İş Dünyası Aile İçi Şiddete Karşı’, Bilgi University Publications.
- 2020 Melsa Ararat, “Emerging and Developed Markets; Converging Issues and the Need for Mutual Learning”, in ICGN yearbook 2020.
- 2019 Melsa Ararat, ‘Business Against Intimate Partner Violence, A case of Participative Action research and Social Action’, editor, chapter author, Springer
- 2013 Melsa Ararat, “More Women on Boards for Decision Quality”, in *Inspirational Guide for the Implementation of PRME*, 2nd ed. Greenlife Publishing, pp: 125-130
- 2012 Melsa Ararat, “MBA Orientation Program” in *Inspirational Guide for the Implementation of PRME*, GSE Research Ltd., London, pp:59-62
- 2011 Melsa Ararat, “ ‘Comply or Explain’ without consequences, the Case of Istanbul Stock Exchange’, 2. ed. *Handbook on International Corporate Governance*”, Ch. 16, ed. C. Mallin, Edward Elgar, Cheltenham-UK, Northampton- USA
- 2009 Melsa Ararat and Mahmut Bayazit, “Does the Adoption of Social Standards Marginalise Labour Unions? The Case of Turkey’s garment industry”, in *Corporate Social Responsibility A Case Study Approach*, Chris Mallin (ed), Cheltenham, Northampton, Edward Elgar.
- 2006 Melsa Ararat and B. Burcin Yurtoglu, “Corporate Governance and Competitiveness”, in *2006 Turkey’s Competitiveness Report*, TUSIAD-Sabancı University Competitiveness Forum publication (in Turkish), pp.55-86, October
- 2006 Melsa Ararat, “La gouvernance corporative en Turquie”, in Ahmed Naciri ed), *Traité de Gouvernance Corporative: Théories et pratiques a travers le monde*, Les presses de l’université Laval, Québec, Chap. 10, 460-85
- 2006 Melsa Ararat, Mehmet Ugur, “Turkey, Corporate Governance at the Crossroads”, in Chris Mallin (ed), *Handbook on International Corporate Governance*, Cheltenham, Northampton: Edward Elgar, Chap.11, ISBN: 978 1 84542 034 5
- 2006 Melsa Ararat, Esin Taboglu and Burcu Sener,” v-NET: a Case of Family Owned Conglomerates”, in Chris Mallin (ed), *International Corporate*

- Governance, a Case Study Approach*, Cheltenham, Northampton: Edward Elgar, 269-84
- 2005 Melsa Ararat, “Social Responsibility in a State-Dependent Business System”, in Habishch, Jonker, Wegner, Schmidpeter (eds.), *Corporate Social Responsibility across Europe*, Springer: Berlin, Heidelberg, Chap. 19, 247-61
- 2004 Melsa Ararat, “Turkey”, in Chris Pierce (ed.), “International Corporate Governance, a Definite Guide”, IOD Publications, London
- 2004 Melsa Ararat, “Turkey”, in George Dallas (ed.), *Governance and Risk*, London and New York: McGraw Hill, Chap. 18-6, 511-16

REPORTS and other ENTRIES

- 2021 Melsa Ararat, Mahmut Bayazit, Pınar Başbay, Sevda Alkan, Salgın Sürecinde Çalışma Hayatı ve Ev İçi Şiddet, SU CGFT, DOI : 10.5900/SU_SOM_WP.2021.41335
- 2020 Melsa Ararat, Sevda Alkan and Belgin Aytekin, Women on Boards in Turkey 2020, Sabanci University, DOI:
- 2019 Mahmut Bayazit, Melsa Ararat, Sevda Alkan, İŞ DÜNYASI AİLE İÇİ ŞİDDETE KARŞI PROJESİ ETKİ ARAŞTIRMASI SONUÇLARI , SU CGFT, DOI: 10.5900/SU_SOM_WP.2019.39580
- 2017 Melsa Ararat, Sevda Alkan, Nil Mutluer, A GUIDEBOOK TO THE DEVELOPMENT AND IMPLEMENTATION OF COMPANY POLICIES REGARDING DOMESTIC VIOLENCE AGAINST WOMEN, DOI: 10.5900/SU_SOM_WP.2015.28157
- 2016 Melsa Ararat, Yönetim Kurullarının 2016 için öncelikleri Neler, TKYD, January, pp.52-53
- 2015 Melsa Ararat, Sevda Alkan, Nil Mutluer, Kadına Yönelik Aile İçi Şiddetle İlgili İşyeri Politikaları Geliştirme ve Uygulama Rehberi, DOI: 10.5900/SU_SOM_WP.2015.28157
- 2015 Melsa Ararat, “Evrensel Ortaklar’, Uzun Vadeli Yatırımlar ve İklim Değişikliği, TÜSİAD, June.
- 2014 Melsa Ararat, Sevda Alkan, Ayse Yuksel,. Domestic Violence Against White Collar Working Women in Turkey; a call for Business Action, December 2014, Sabanci University, Istanbul, 10.5900/SU_SOM_WP.2013.22323
- 2014 Melsa Ararat, Stijn Claessens and B.Burcin Yurtoglu, *Report on the First 10 Years of the Emerging Markets Corporate Governance Research Network (EMCGN)*, June, IFC, Washington DC.
- 2014 Melsa Ararat, Michael Yulkin, Sergey Dayman, Kositantyn Taranets, CDP Russia Climate Change Report, Sabanci University
- 2014 Melsa Ararat and Esra Suel, *Sustainable Investment in Turkey: The case in context-An Update*, June, Sabanci University, Istanbul.
- 2014 Melsa Ararat and Esra Suel, *Promoting Sustainable Development: The Way Forward for a Sustainability Index in Turkey*, Sabanci University, Istanbul.
- 2011 Melsa Ararat, B. Burcin Yurtoglu, Stijn Claessens, *Synthesis Report, Third International Conference on Corporate Governance in Emerging Markets, International Finance Corporation, Washington D.C.*
- 2011 Melsa Ararat, *Status of Sustainable Investments in Key Emerging Markets*, IFC, Washington D. C.

- 2011 Melsa Ararat with George Dallas, *Corporate Governance: the Complexity of What Matters in Emerging Markets*, PSO Series, and IFC/GCGF, Washington D.C.
- 2011 Melsa Ararat, together with B.B. Yurtoglu and Esra Suel, *Sustainable Investment in Turkey*, IFC, Washington D.C.
- 2010 Melsa Ararat, together with Ricardo Leal and Burcin Yurtoglu, *Synthesis Report on 2nd International Conference on Corporate Governance in Emerging Markets*, IFC/GCGF, Washington D.C.
- 2008 Melsa Ararat, together with Stijn Claessens and Burcin Yurtoglu, *Synthesis Report on 1st International Conference on Corporate Governance in Emerging Markets*, IFC/GCGF, Washington
- 2008 Melsa Ararat, together with Amra Balic, *Turkish Disclosure and Transparency Survey 2008; A Year of Little or No Progress*, CGFT (Istanbul) and S&P (London), available upon request from cgft@sabanciunv.edu and accessible for Ratings Direct subscribers at www.governance.standardandpoors.com
- 2007 Melsa Ararat, together with Burcin Yurtoglu, *Different Approaches to Differentiating Better Governed Companies, Market Segmentation in BOVESPA and CG Index in ISE*, working paper, available at www.ssrn.com
- 2007 Melsa Ararat, together with Amra Balic, *Corporate Governance: Turkish Transparency and Disclosure Survey 2007, Pace of Improvement has Slowed*, CGFT, Istanbul and S&P, London, available upon request from cgft@sabanciunv.edu and accessible for Ratings Direct subscribers at www.governance.standardandpoors.com
- 2006 Melsa Ararat, *Zamanin Yansittiklari, Ic Denetim*, Fall 2006, No: 16, p. 20-4
- 2006 Melsa Ararat, together with Hakan Orbay, *Corporate Governance in Turkey, implications for growth and investments*, background paper for World Bank Investment Climate Assessment Report Survey for Turkey, mimeo.
- 2006 Melsa Ararat, together with Amra Balic, *Corporate Governance: Turkish Transparency and Disclosure Survey*, S&P' London, available upon request from cgft@sabanciunv.edu and accessible via www.governance.standardandpoors.com
- 2006 Melsa Ararat, "Emerging Markets", 2006 Yearbook of ICGN, Washington D.C.
- 2005 Melsa Ararat, *Turkey*, 2005 yearbook of ICGN, London
- 2005 Melsa Ararat, "Rekabette Basari İçin Kurumsallaşma", İstanbul Sanayi Odası Dergisi , October, pp. 43-45.
- 2005 Melsa Ararat, co-authored with IIF Task Force. *Corporate Governance in Turkey, an Investor Perspective*. International Institute of Finance, Washington D.C.
- 2005 Melsa Ararat, together with Amra Balic and Nick Bradley, *Transparency and Disclosure of Turkish Firms*, Survey Report, S&P, London, accessible via www.governance.standardandpoors.com for Rating Direct subscribers.
- 2004 Melsa Ararat, "Turkiye'de Kurumsal Yonetim", İstanbul, Merkez Bankasi Yayinlari.
- 2004 İstanbul Chamber of Commerce, "Küresel Değişime Uyum Özel Kitabı", Transcript of Panel chaired by M. Ararat, pp 151-169, ISBN: 975-512-892-1

Conference Proceedings

- 2010 Melsa Ararat, M, Aksu and A.T. Çetin, Conference Proceedings, IABPAD 2010, ‘Impact of Board Diversity on Boards’ Monitoring Intensity and Firm Performance: Evidence from the Istanbul Stock Exchange’
- 2006 Melsa Ararat, “Corporate Governance at Crossroads”, in Can Akkan(ed), *Organizational Culture, Corporate Governance and Competitiveness*, Volume 2, selected proceedings of 1st International Conference of Business, Management and Economics, Izmir, Turkey, pp163-177
- 2005 Melsa Ararat with Mehmet Ugur, Corporate Governance at Crossroads”, with Mehmet Ugur, Proceedings of Internationale Conference on Gouvernance Corporative et development, une perspective internationale, Casablanca, Morocco, 8th April
- 2004 Melsa Ararat, “Seffaflik ve Kurumsal Yonetim”, Proceedings of Turkey Accounting Audit Symposium on Impact of Globalisation on the Profession of Accounting, and Protection of Society’s Interests , ISMMMO publication No: 49, Istanbul, pp.127-31
- 2004 Mehmet Ugur and Melsa Ararat, ““Imperfect Information and Corporate Governance: Some Policy Implications”, *Global Business and Economics Review, Anthology 2003*, pp. 192-203
- 2003 Ararat, M. and Mehmet Ugur, “Corporate Governance in Turkey: An Overview and Some Policy Recommendations”, *Corporate Governance: The International Journal of Business in Society*, Volume 3, No: 1, pp: 58-75,

ACADEMIC CONFERENCE PRESENTATIONS, DISCUSSANTS AND INVITED TALKS

- 2015 Melsa Ararat with B.Black and B. Yurtoglu: Corporate Governance, Business Groups, and Market Value: Time-Series Evidence from Turkey, Groningen University Research Seminar, 2 April
- 2015 Melsa Ararat with B.Black and B. Yurtoglu: Corporate Governance, Business Groups, and Market Value: Time-Series Evidence from Turkey, Leipzig, 5th International Conference on Corporate Governance in Emerging Markets, 25-26 September
- 2015 Melsa Ararat, Corporate Governance in Emerging Markets, 24 September, panellist, HHL, Leipzig
- 2015 Melsa Ararat, Bridging the Gap, Academics and Practitioners Debate Current Issues in Governance, London Business School, Commentary on How Can Good Corporate Governance Be Enhanced in a Country
- 2014 ICGN 2014 Academic Conference, Nyenrode Business University, discussant.
- 2013 Melsa Ararat, Women Directors in Turkey, invited speaker, Academy of International Business Annual Conference, 3-6 July, Istanbul
- 2013 Melsa Ararat with B.Black and B. Yurtoglu: Corporate Governance, Business Groups, and Market Value: Time-Series Evidence from Turkey, Hyderabad, 4th International Conference on Corporate Governance in Emerging Markets, 23-24 June
- 2012 Melsa Ararat, “The meaning of sustainability” key note speech at Volkswagen headquarters, Germany, 17 July 2012

- 2012 Melsa Ararat, "Key Corporate Governance Issues in Emerging Markets - Theory and Practical Execution", Leipzig University Graduate School of Management, June 11-12 (not delivered due to medical leave)
- 2011 Melsa Ararat with B.B. Yurtoglu, "The Effect of Board Independence on Firm Performance; Case of Turkey", 3. International Conference on Corporate Governance In Emerging Markets, Korean University, Seoul,
- 2010 Melsa Ararat with Mine Aksu and A.C. Tansel, "Impact of Board Diversity on Boards' Monitoring Intensity and Firm Performance: Evidence from the Istanbul Stock Exchange", Women Directors' Round Table, IFC, Washington D.C.
- 2008 Melsa Ararat and Mahmut Bayazit, "Does the Adoption of Codes of Conduct Marginalise Trade Unions", 21. Annual Conference of European Business Ethics Network, 16-19 October, Antalya
- 2008 Melsa Ararat and Mahmut Bayazit, "Does the Adoption of Codes of Conduct Marginalise Trade Unions", the Joint Meetings of the Law and Society Association and the Canadian Law and Society Association, Montreal, May 29-June 1.
- 2007 Melsa Ararat, "Sustainability and Boards", 8. International Conference on Corporate Governance, 20-21 September, 2008, London
- 2006 Melsa Ararat, "EU's corporate governance action plan and implications for Turkey", key note in Turkey Internal Auditors Institute's annual conference, Istanbul, 17th October 2006
- 2006 Melsa Ararat, "Comments on OECD's assessment of Turkey's implementation of OECD Corporate Governance Guidelines", panel organised by OECD, Istanbul, 14th October 2006
- 2006 Melsa Ararat, "Controlling Shareholders and Allocation of Power", plenary session, 4th International Conference on Corporate Governance - 'Global Developments in Corporate Governance', Corporate Governance Centre, Birmingham Business School, Birmingham, UK, 3rd July 2006
- 2006 Melsa Ararat, Hakan Orbay, B. Burcin Yurtoglu, "Owner Dominated Boards and Allocation of Power; Affect on Corporate Governance", 2nd International Conference on Business, Economics and Management, Yasar University, Izmir, Turkey, 15-19 June 2006
- 2006 Melsa Ararat, "Corporate Governance and Firm Valuation", panel chair and presenter, 2. Corporate Governance Conference, Dogan Yayin Holding, Istanbul, Turkey, 9th May 2006
- 2006 Melsa Ararat, "Corporate Social Responsibility across MENA Region", Middle East and North Africa Development Forum 5, World Bank, Beirut, Lebanon, 7-9 April 2006, available at www.mfd5.org
- 2006 Melsa Ararat, "Corporate Social Responsibility in Turkey", Middle East and North Africa Development Forum 5, World Bank, Beirut, Lebanon, 7-9 April, available at www.mdf5.org
- 2005 Melsa Ararat, "Microeconomics and Corporate Governance", Conference on Turkey's Capital Market and EU Accession, London, UK, 24-25 November 2005
- 2005 Melsa Ararat, "Board Dynamics", Annual Conference of International Corporate Governance Network, London, UK, 6-9 July
- 2005 Melsa Ararat and Mehmet Ugur, "Corporate Governance at Crossroads", 1st International Conference on Business, Management and Economics, Yasar University, Izmir, Turkey, 16-19 June

- 2005 Melsa Ararat, “Regulatory Corporate Governance Reforms and Corporate Response”, Inaugural Conference of Moroccan Corporate Governance Centre, University of Business, Casablanca, Morocco, 8th April
- 2005 Melsa Ararat, “Opportunities and Constrains in CG Reforms”, World Corporate Governance Council’s 6th International Conference, London, UK, 12-13th May
- 2005 Melsa Ararat, “Macroeconomic Stability and Corporate Governance”, United Nations ECE Corporate Governance Round Table, UN, Genève, 9th February
- 2004 Melsa Ararat, “CSR in a State Dependent System”, European Presidency Conference, Maastricht: Holland, 7-9 November
- 2004 Melsa Ararat, “Cultural Drivers for CSR”, CSR Discovery Conference, Germany, 29-31 January
- 2004 Melsa Ararat, Seffaflık ve Kurumsal Yonetim, ISMMO annual conference, Antalya, June
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