

**BRIDGING THE RESEARCH-TO-TEACHING GAP ON DEMOCRATIZING  
MANAGEMENT: A CASE STUDY OF A NOVEL MASTERS PROGRAM****Symposium Coordinator:**

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This symposium aims to stimulate a discussion on the possibilities of management education to foster democratic management. Since the 1970s UK and US-originating concepts and practices of Organizational Development have been applied and disseminated by a small, select community of organizational process consultants (see e.g. Schein 1989, Argyris and Schön 1999). Within management education these principles of effecting change in a more collaborative, participatory and dialogical way have remained specialty topics. Hence there remains a worrisome gap between espoused practices of democratic management and management education. This symposium wants to report on the results of a recent attempt to close this gap.

For the past two years a novel type of Masters program was developed in Turkey and accredited with Middlesex University, UK. This Masters of Coaching, Consulting, and Leadership in Organizations (MCCLO) aims to introduce: a) participatory, collaborative and dialogue-based methods, b) have participants apply these methods in their organizations, and c) adapt through action learning to the specific cultural context of Turkey and the specific organizational context. The role of hierarchy, authority and power are studied in the particular context of Turkish organizations. Theory and practice that is originating dominantly from Anglo-Saxon cultural context is critically reflected, tested and adapted in the workplace. Students are mid-career professionals from the private, public and social sector. They are all selected to be in key positions of influence to experiment with the new forms of democratic management in their organizations.

This symposium will make available the approach, prospects, limitations and lessons learned from this local experience so far and engage the audience in a dialogue around what role management education ought to play in democratizing management.

**Keywords:** Management education, Participatory approach, Organizational development