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Asst. Prof. YALÇIN PAMUK  
Aviation Management (English)



It is generally accepted that the first industrial revolution (1784-1870) occurred with the invention of the steam engine, the second (1870-1969) with the industrial use of electricity, the third (1969-2011) with the emergence of electronics, information technologies, and automation, and the fourth industrial revolution (Industry 4.0, 2011+) with the use of cyber-physical systems. Cyber-physical systems are structures in which a physical mechanism is controlled or monitored by computer-based algorithms.

Industry 4.0 emerged in industry generally with machines beginning to manage themselves and production processes without the need for human intellectual labor. Machines owe their advanced and up-to-date structures to hybrid technology resulting from the blending of computer, communication, and internet technologies.

This revolution, which has repercussions on virtually every sector of the economy, is also affecting transportation modes. Thanks to artificial intelligence, the Internet of Things (IoT), sensors, and cyber-physical systems, cars, trucks, and trailers that can move on their own and require no human intervention are becoming a reality. We will even witness autonomous flight aircraft in the near future.

Industry 4.0 has not only affected transportation vehicles but has also caused radical changes in the production processes of transportation services. It has increased efficiency in areas such as maintenance and repair, simulation, parts design, and operational process management.

Civil air transport can be said to be a more technology-intensive sector compared to other modes of transportation. In this respect, the 4th Industrial Revolution has affected the aviation sector even more than other modes of transportation. The application of Industry 4.0 in the civil air transport sector is called Aviation 4.0. So, what are some of these applications? Here are a few prominent examples:



**Predictive Maintenance:** Thanks to IoT sensors, aircraft engines and critical parts transmit performance data before failure. This reduces unnecessary maintenance time and increases safety.

**Digital Twin:** By simulating a virtual copy of a physical aircraft or engine in a digital environment, performance tests and structural analyses are performed in real time.

**Additive Manufacturing (3D Printers):** Aircraft parts are produced with lighter and more complex designs, reducing material waste and increasing production speed.

**Smart Airport Management:** AI-powered cameras and sensors optimize passenger flow, automate baggage management, and speed up security processes.

**Training/Assembly with VR and AR:** Virtual Reality (VR) in flight simulators and Augmented Reality (AR) enable technicians to perform complex tasks faster and more accurately in assembly processes. **Big Data Analytics:** Operational efficiency is improved by analyzing data such as flight data, fuel consumption, and weather conditions.



## **Gig-Tripping and Its Strategic Implications From An Aviation Management Perspective**

**Res. Asst. Onur TAYFUN**  
Aviation Management (Turkish)

Gig-tripping is a rising trend in modern travel literature, referring to changing cities or countries for a concert, festival, or artistic event. This trend directly impacts not only the tourism sector but also the discipline of Aviation Management from strategic, operational, and economic perspectives. For aviation executives, Gig-Tripping represents a new paradigm across many areas, from demand forecasting to network planning. While traditional aviation demand peaks during specific periods such as religious or special occasions and summer holidays, Gig-Tripping breaks this cycle by reshaping demand according to event calendars. For example, when concert dates for a globally popular artist (like Taylor Swift) are announced, airlines experience sudden and massive increases in ticket demand. Aviation management is therefore implementing Dynamic Pricing algorithms. Managing supply and demand in real-time not only increases profit margins but also necessitates operational decisions such as up-gauging aircraft types.

A major event in a city places significant pressure on the ground handling, slot scheduling, and security capacity of the relevant airport. From an aviation management perspective, this is a test of Capacity Management. Airport authorities creating landing and takeoff permits for additional flights, mobilizing ground handling personnel to accommodate this increased traffic, and converting this niche increase in passenger traffic into ancillary revenue in airport retail spaces are critical components of this process. Furthermore, customer experience is maximized by creating customized baggage handling processes or themed event areas for the target audience traveling for the concert. Airlines are following this trend, creating event-focused "pop-up" routes instead of seasonal routes. This demonstrates how agile aviation management has become thanks to data analytics.

## Can There Be Blue, But No Women? An Evaluation Of Atilla Ilhan

**Asst. Prof. Olcay Ölçen**

Aviation Management (English)

Atilla İlhan is one of the most important personalities and characters of one of Turkey's most turbulent periods. He is a figure whom even the most rigid conservative writers, such as Cemil Meriç, respected and frequently cited.

While many know him as a novelist, poet, intellectual, and man of letters, he was someone who embodied all these traits within his personality. He was always willing to try anything new, such as his screenplay for Kartallar Yüksek Uçar (Eagles Fly High). He constantly questioned the social issues and "problematics" of his era. While doing so, he never refrained from asking the piercing question "Which?", effectively putting pressure on various social cliques. He was a truly delightful intellectual who managed to sustain his work without falling into the trap of marginalism.

Specifically, it is worth mentioning some of his unique writings that masterfully depict female identity in Turkey. He evaluated the distinction between men and women within the "steppe" and "city" equations from various perspectives and through different characters. Notable works include:

- Böyle bir sevmek (Poetry)
- Aysel Git Başımdan (Poetry)
- Fena Halde Leman (Novel)
- Hacı Hanım Vay!!! (Novel)
- Hangi Seks? (Essay)

Let us conclude our words with the master's famous poem, "Böyle Bir Sevmek".

### SUCH A LOVING (1977)

What women I loved, they didn't exist anyway  
They would wear rain with autumn  
If I caressed them a little, They were like children  
If I let go, Their eyes would mist over with fear  
What women I loved, they didn't exist anyway  
Such a loving has never been seen

No, do not think they have forgotten me  
Still, their letters arrive now and then  
They weren't real, they were each a hope  
Perhaps an old song, maybe a poem  
What women I loved, they didn't exist anyway  
Such a loving has never been seen

They held my hand in my solitudes  
Their distant whispers make my heart shiver  
As if they were a cloud in the sky  
Who knows where they have disappeared to now  
What women I loved, they didn't exist anyway  
Such a loving has never been seen.

ATILLA ILHAN



# Sully

Asst. Prof. Gzde AĐLAR GHASIDI  
Department of Aviation Management (Turkish)

### English Summary:

Sully is a biographical drama film based on a real event that occurred in 2009, widely referred to in aviation literature as the "Miracle on the Hudson." Directed by Clint Eastwood, the film presents a multidimensional analysis of the technical, ethical, and human aspects of the critical decision made by experienced pilot Chesley Sullenberger during a flight emergency.

The narrative centers on a crisis that unfolds shortly after takeoff, when a commercial aircraft loses both engines following a bird strike. The complete loss of engine power severely limits the aircraft's controllability, forcing Captain Sully to make a life-critical decision within seconds. Although alternative landing options, including returning to the airport, are considered in coordination with air traffic control, existing conditions—such as altitude, speed, and distance—indicate that a safe return carries significant risk. Consequently, Sully decides to perform a controlled water landing on the Hudson River. This maneuver results in the survival of all passengers and crew members, preventing what could have been a catastrophic disaster.

However, the film does not merely celebrate this successful landing; it also highlights the formal investigation that follows the incident. During the inquiry conducted by the relevant authorities, the necessity and accuracy of Sully's decision are rigorously questioned. In particular, computer-based simulations suggest that the aircraft might have been able to return to the airport, thereby casting doubt on the pilot's judgment. This situation places considerable pressure on Sully, both in terms of professional accountability and public perception.

As the narrative progresses, the discrepancy between simulation-based analyses and real-time human response becomes increasingly evident. When pilot reaction time is incorporated into the simulations, it becomes clear that the alternative scenarios were not practically feasible. This finding demonstrates that Sully's decision was not merely intuitive but was grounded in experience-based rational judgment.

In conclusion, the film offers a comprehensive perspective on aviation safety, crisis management, and the significance of human factors. By emphasizing the critical role of experience and rapid decision-making beyond technological systems, the film provides important insights into professional ethics and responsibility.

## The Psychology of Persuasion - Robert B. Cialdini

**Res. Asst. Onur TAYFUN**  
Aviation Management (Turkish)

Robert B. Cialdini's *The Psychology of Persuasion* stands as one of the most widely read and cited works in social psychology literature. Having spent years conducting research at Arizona State University, Cialdini systematically explores why people say "yes" and what psychological mechanisms drive those decisions. First published in 1984, the book has been reprinted countless times and translated into dozens of languages over more than four decades — a testament to its enduring relevance and universal appeal.

Cialdini builds his framework around six core principles of persuasion: reciprocity, commitment and consistency, social proof, authority, liking, and scarcity. Through concrete examples and extensive experimental evidence, he demonstrates how these principles operate not only in marketing and sales, but in our everyday relationships, politics, education, and the media. Each principle is brought to life through real-world cases and controlled studies, leaving a lasting impression on the reader.

Perhaps the book's greatest strength lies in its ability to make seemingly abstract theoretical concepts feel immediately familiar through examples drawn from ordinary life. Cialdini spent years working side by side with real sales representatives, marketers, and influence professionals, weaving those experiences together with laboratory findings to offer readers a perspective that is both thought-provoking and genuinely applicable.

The work is illuminating not only for those who wish to persuade others, but equally for anyone seeking to develop a conscious resistance to manipulation. An individual who understands how persuasion works becomes a more effective communicator and a more discerning one. In this sense, the book contributes not just to personal awareness, but to the cultivation of healthier communication environments at a societal level.

For students of Aviation Management, the book carries a particularly compelling dimension. The aviation sector is a complex ecosystem bringing together a wide range of stakeholders — airlines, airport operators, regulatory authorities, and passengers. Succeeding in this environment demands far more than technical expertise; it requires strong communication, leadership, and persuasion skills. The principles Cialdini lays out find direct application across many critical areas of aviation management, from delivering the right message in a crisis to managing customer relations, fostering team cohesion, and navigating inter-institutional discussions.

*The Psychology of Persuasion* is warmly recommended not only to students of communication, marketing, psychology, and business, but equally to our Aviation Management students — an indispensable companion on the journey to understanding human behavior.

# **A Multi-Layered Rescue Story: Thai Cave Rescue (2022)**

**Asst. Prof. Ece Zeybek Yılmaz**  
Aviation Management (Turkish)

The year 2018... A cave in Thailand. A group of children and a coach. Suddenly rising waters and a blocked exit. From the outside, this may appear to be merely a “natural disaster” and a “rescue story.” Yet Thai Cave Rescue is a multi-layered narrative of humanity’s relationship with its limits, uncertainty, and collective intelligence.

The series’ turning point is that, despite the meteorological risk being identified early on, it was not taken seriously enough by the manager. This situation can be interpreted not merely as individual negligence, but as a significant indicator of the nature of organizational decision-making processes. In particular, the lack of trust stemming from previous inaccurate forecasts and the inadequacy of current data lead actors bearing managerial responsibility to adopt a more cautious approach when considering a new warning. However, it is precisely at this point that the tendency to avoid risk paradoxically triggers even greater risks. A signal ignored in the early stages eventually evolves into an irreversible crisis; organizational caution, by replacing preventive action, increases the system’s vulnerability.

The series highlights not only the children’s struggle for survival while trapped in the cave, but also the complex coordination efforts underway in the outside world, the ways in which teams from different countries work together, and the nature of decisions made under time pressure. In this regard, it goes beyond a classic disaster narrative to become an example of multi-stakeholder crisis management.

One of the most notable aspects here is the flexible and dynamic structure formed by the convergence of diverse expertise, rather than absolute control by a central authority. Divers, engineers, military teams, local officials, and volunteers... As each contributes their expertise to the process, decision-making inevitably takes shape amid uncertainty, risk, and time pressure.

In this context, the series opens up discussions on fundamental issues such as access to information, the hierarchy of expertise, and decision-making under organizational trust and accountability. At the same time, it brings to light not only operational success but also ethical tensions. Who should be rescued first? How much risk should be taken? Should an intervention be made even if the chances of success are low? These questions remind us that decisions regarding human life are made on a fragile foundation, extending far beyond a technical operation.

This narrative, set against the backdrop of the cave’s darkness and the chaos of the outside world, ultimately focuses on a single question: How do people act together in the face of uncertainty?

“Thai Cave Rescue” is not just a series to watch; it stands out as a production that offers a powerful framework for analysis for those interested in reflecting on crisis management, coordination, leadership, and human behavior.

# “ REVIEW OF THE MONTH ”

## Invisibility in The Heart of the City: Castaway on the Moon (2009)

Asst. Prof. Ece Zeybek Yilmaz  
Aviation Management (Turkish)



In recent years, there has been a noticeable increase in the trend of social withdrawal known as “hikikomori,” particularly in Japan and other parts of the world. In particular, the failures young people experience in their job searches and the tense relationship they form with societal expectations can, over time, lead the individual to isolate themselves from social life.

Castaway on the Moon brings this invisible state of withdrawal to light through a striking narrative. The film centers on a man who, after attempting suicide due to unemployment but surviving, finds himself stranded on a desolate islet in the heart of the city and his struggle to survive there. Although physically situated in the midst of the crowd, this character—who has fallen outside the social system—represents the invisible face of modern urban life.

Meanwhile, the film presents the audience with another form of isolation. A young woman, not accepted by society as she is, introduces herself to the outside world solely through her digital identity; she becomes visible via social media, participates in consumption practices, yet deems it unnecessary to physically leave her room. This situation strikingly reflects the modern individual's experience of “loneliness amidst connection.”

One of the film's most striking aspects lies in the shared fate of these two characters: while the man's absence goes unnoticed by anyone, the young woman's life, confined to her room, has gradually become accepted by her family. Absence turns into invisibility; invisibility, in turn, becomes ordinary.

These two states of loneliness intersect when the young woman's camera, filming from a distance, frames the man on the island. Though the physical distance between them remains unbridged, the film questions whether socialization and being “seen” again are possible through their efforts to communicate. In this regard, the film is not merely a survival story; it also offers a nuanced narrative about the individual's struggle to become visible, to be accepted, and to form connections.

Castaway on the Moon stands out as a work that questions the modern individual's experiences of loneliness, belonging, and the ways we form social bonds; it prompts us to reconsider what it means to get lost in a crowd.

# ACADEMIC PLAYLIST













## A SELECTION FOR APRIL

Res. Asst. Mustafa Nurkan Bitlisi

The Department of Political Science and Public Administration

Our April selection brings together tracks from different periods of Tindersticks' catalogue. The playlist presents the band's distinctive sound in a flow suited to the mood of the month, offering a calm, reflective, and cohesive listening experience. We wish you an enjoyable listening experience.

Please click [here](#) to access the selection.~

|     |   |  |                           |
|-----|---|--|---------------------------|
| 181 |    | <b>Jism</b><br>Tindersticks                | The First Tindersticks... |
| 182 |    | <b>Tiny Tears</b><br>Tindersticks          | Tindersticks              |
| 183 |   | <b>Medicine</b><br>Tindersticks            | The Something Rain        |
| 184 |  | <b>This Fire of Autumn</b><br>Tindersticks | The Something Rain        |
| 185 |  | <b>Another Night In</b><br>Tindersticks    | Curtains                  |
| 186 |  | <b>For the Beauty</b><br>Tindersticks      | No Treasure But Hope      |
| 187 |  | <b>Desperate Man</b><br>Tindersticks       | Curtains                  |
| 188 |  | <b>My Oblivion</b><br>Tindersticks         | Waiting for the Moon      |
| 189 |  | <b>She's Gone</b><br>Tindersticks          | Across Six Leap Years     |
| 190 |  | <b>She Rode Me Down</b><br>Tindersticks    | Falling Down a Moun...    |





## Social Sustainability in Aviation from the Perspective of Women Aviators in Turkey and the World

**Asst. Prof. Aylin Atasoy**  
Aviation Management (English)

Sustainable development encompasses three fundamental dimensions — environmental, economic, and social — with the social dimension prioritizing equality, equity of opportunity, and inclusivity. Within this framework, the aviation sector is undergoing a significant transformation regarding gender equality.

Globally, IATA's 25by2025 initiative (launched in 2019) has been a key driver of this transformation. By the end of 2025, women in senior positions reached 31.4%, and female cockpit representation increased by 34.8% between 2021 and 2024 (IATA, 2026). According to 2024 data, women constitute 41.6% of the global aviation workforce, yet represent only 6.2% of flight deck personnel (IATA, 2025; Mexico Business News, 2026).

At the international level, ICAO established its Gender Equality Programme in 2016, operating since 2017 with four core objectives: capacity building, awareness-raising, and policy development in member states (ICAO, 2017). Turkey has acted in parallel; the General Directorate of Civil Aviation (SHGM) issued the SHT-TCD Directive in 2018, grounded in UN SDG 5 and the ICAO program, setting an early national policy example in Turkish civil aviation. The TCDGK commission within SHGM monitors gender balance data and directed Turkish Airlines (THY) and Pegasus to join the 25by2025 initiative (SHGM, 2018; SHGM, n.d.).

These policies are reflected in Turkey's statistics. The proportion of female pilots was 3.5% in 2018, projected to reach 9% among THY Flight Academy graduates by 2025; among 560 active cadets, 73 are women (SHGM, 2018; AFM Aero, 2025). As of 2023, at least 329 female pilots serve within THY (Daily Sabah, 2023).

These developments demonstrate significant progress. However, efforts must continue to address structural inequalities in technical roles and managerial positions.



## Solving Biology's Puzzle: AI and the AlphaFold Revolution

Res. Asst. Çağlar KARAKURT  
The Department of Aviation Management

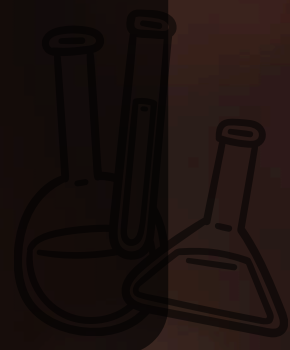
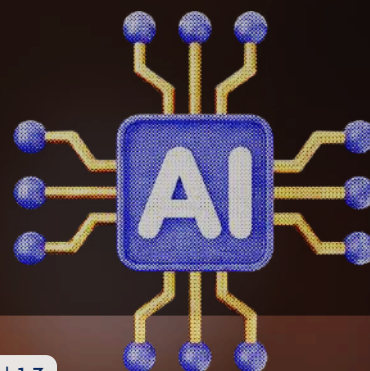
Proteins are the fundamental building blocks of life. From digesting food to moving muscles and fighting diseases, everything is executed by these microscopic machines. However, a protein's function is dictated not just by its amino acid sequence, but by how that sequence folds into a specific three-dimensional (3D) shape. Misfolded proteins lose their function and are the root cause of many diseases, including cancer, Alzheimer's, and Parkinson's. For over 50 years, the scientific community struggled with the "protein folding problem"—predicting a protein's 3D structure solely from its sequence. Using traditional laboratory methods, deciphering a single protein could take years and millions of dollars.

This is where AlphaFold changes everything. It is not a company, but a deep learning AI model developed by Google DeepMind, spearheaded by CEO Demis Hassabis, whose visionary work on this system earned him the 2024 Nobel Prize in Chemistry. The system works by training on the data of hundreds of thousands of previously mapped proteins. Using a specialized architecture called the "Evoformer," it reads a new protein's genetic sequence like a language, calculates how the atoms will interact, and predicts the final 3D structure in a matter of seconds. As of 2026, AlphaFold maps not only proteins but also how DNA, RNA, and drug molecules interact with one another.

One of the most striking examples of AlphaFold moving from the lab to the real world occurred in early 2026 in Australia. A dog named Rosie was diagnosed with an aggressive, terminal cancer, and veterinarians had run out of options. Her owner, a tech entrepreneur, used a combination of ChatGPT and AlphaFold to analyze the genetic sequence of Rosie's tumor. AlphaFold accurately modeled the mutated proteins driving the cancer. This blueprint allowed for the rapid synthesis of a personalized mRNA vaccine designed to attack those specific proteins. Following the treatment, Rosie's tumors shrank by 75%. A drug discovery process that traditionally takes years was compressed into mere days.

In summary, AlphaFold has transformed biology from an observational science into a predictable, computational one. By drastically reducing the billions of dollars and decades required for drug development, this technology proves that personalized medicine is no longer just a theoretical concept, but a practical revolution actively saving lives.

<https://www.the-scientist.com/chatgpt-and-alpha-fold-help-design-personalized-vaccine-for-dog-with-cancer-74227>



# Iran-U.S.-Israel Tensions: Energy, Sanctions, and the Struggle for Hegemony

**POLITICAL  
AGENDA**

Res. Asst. Tünay Aras  
Department of Political Science and Public Administration

The conflicts between Iran, the United States, and Israel are not merely a regional security issue; they also signal a multilayered struggle for hegemony shaped within the transformation of the global capitalist system. This struggle lies at the intersection of classical imperial expansion dynamics and the shifting balance of power in the 21st century. As emphasized in Vladimir Lenin's analysis of imperialism, the concentration and internationalization of capital necessitate control over new markets and resources. Today, this control is established less through direct colonialism and more through sanctions, financial mechanisms, military alliances, and technological dominance. In this framework, Iran stands out as an actor that rejects full dependent integration into the global system and seeks to expand its sphere of regional autonomy. Although U.S. sanctions and pressure policies toward Iran are often justified through a security discourse, at a deeper level they are connected to limiting Iran's capacity to independently present its energy resources to the global market and to keeping the circulation of these resources under control. Energy is not merely an economic commodity but also a geopolitical lever, shaping global power relations especially through critical transit routes and pricing mechanisms.

Within this equation, Israel is not simply an extension of the United States, but an autonomous actor pursuing its own regional hegemonic ambitions while attempting to limit Iran's sphere of influence. Iran's expansion of its regional impact through proxy forces and asymmetric strategies is coded as an existential threat within Israel's security doctrine. This situation renders the U.S.–Israel alliance not only strategic but also a systemic necessity. However, in order to understand these foreign policy dynamics, it is also necessary to consider transformations within the domestic political structure of the United States. The Jeffrey Epstein case, in particular, can be evaluated as a symbolic rupture that revealed how deeply intertwined the relationships between the state, capital, and elite networks are in the U.S. context. The Epstein scandal was not merely about individual crimes; through the connections between politicians, business figures, and global elites, it triggered broader debates about a governance crisis in the United States. Such scandals erode public trust in the state and institutions, while also reinforcing critiques that more aggressive and distracting moves in foreign policy may be used as tools for generating domestic political legitimacy.

At a time when U.S. global hegemony is relatively weakening, the link between domestic political crises and foreign policy becomes more visible. The deepening economic inequalities after the 2008 financial crisis, political polarization, and the rise of anti-elite discourses have created a ground that facilitates a harsher and more interventionist line in U.S. foreign policy. In this context, the highlighting of “external threats” such as Iran can function not only as a geopolitical necessity but also as an instrument of domestic political consolidation.

This process unfolds in parallel with shifts in global power balances. China's economic rise and the stronger integration of actors such as India into the system have shifted the center of gravity of production and trade networks toward Asia. This transformation challenges not only U.S. economic dominance but also its financial and ideological hegemony. Iran's strategic relations with China position it as a significant component of this emerging multipolar order, which for the United States represents not merely a regional but a systemic challenge.

Thus, although Iran–U.S./Israel tensions appear on the surface as a military and ideological conflict, at a deeper structural level they are shaped at the intersection of three layers: the restructuring of global capitalism, the struggle for control over energy and resources, and crises within the domestic political structure of the United States. Events such as the Epstein case can be read as symbolic concentration points of these internal crises and provide a background that indirectly influences patterns of U.S. foreign policy behavior. The relationship between the domestic political fragilities of the United States and its interventionist reflexes in foreign policy makes tensions with actors such as Iran even more complex, while the growing weight of rising Asia within the system turns this conflict into a determining factor on a global scale.



# Mental Well-being in Aviation: The Invisible Dimension of Aviation Safety

Assoc. Prof. Seda Mumlu Karanfil  
Aviation Management (Turkish)

The aviation industry is a field where the human factor plays a critical role due to its high level of risk and complex operational structure. Research indicates that human factors contribute to over 70% of aircraft accidents today (Lee and Kim, 2018; Kharoufah et al., 2018). In this context, employees' mental well-being has become a decisive factor not only for individual health but also directly for flight safety.

Mental well-being is a multidimensional concept that encompasses not only the absence of psychological distress but also the ability to derive satisfaction from life, experience positive emotions, effectively manage stress, and realize one's potential (Keyes, 2002; Gallagher and Lopez, 2009). Aviation industry workers are exposed to significant stress factors due to irregular work hours, long flight durations, shift work, and heavy workloads (Ono et al., 1991; McNeely et al., 2018). This situation can lead to problems such as sleep disorders, fatigue, anxiety, and depression (Barton, 1994).

Studies conducted specifically on pilots clearly demonstrate the extent of this risk. For example, it has been determined that approximately 40% of pilots experience high levels of fatigue and exhibit signs of burnout (Chang and Wong, 2012). Fatigue and stress seriously threaten flight safety by leading to outcomes such as reduced attention, poor decision-making, and communication problems (Stokes and Kite, 2017). Additionally, in some accidents, pilots' lack of adequate rest time or their reluctance to report their health status has emerged as a significant factor (European Cockpit Association, 2012).

On the other hand, high levels of mental well-being have a positive impact on performance. It is noted that individuals in good mental health are more productive, more creative, and more successful in coping with stress (Keyes, 2002; Keldal, 2015). Furthermore, these individuals are more inclined toward teamwork and possess stronger communication skills. These characteristics are of critical importance in aviation regarding team coordination and operational safety.

Another important point is that mental well-being is not limited to pilots alone. Ground staff, maintenance teams, and other operational personnel are also an integral part of the safety chain. Therefore, the psychological well-being of all employees must be monitored and supported (Cahill et al., 2023).

In conclusion, the sustainability of aviation safety is directly linked not only to technical competence but also to the mental health of employees. Organizations' investment in stress management, improved working conditions, and psychological support mechanisms will both enhance employee well-being and reduce operational risks.

## Humor in the Skies: Ryanair's Sarcastic Social Media Strategy

Res. Asst. Büşra ÖNLER ÇİĞDEM  
The Department of Aviation Management (English)

Airline companies' social media presence long followed an informative, distant, and "corporate" tone; however, due to the nature of digital platforms, this approach has gradually evolved. Today, brands are expected not only to provide information but also to attract attention, be discussed, and generate engagement. One of the most notable examples of this transformation in social media strategy is the low-cost airline Ryanair, which builds its communication style on humor and sarcasm.

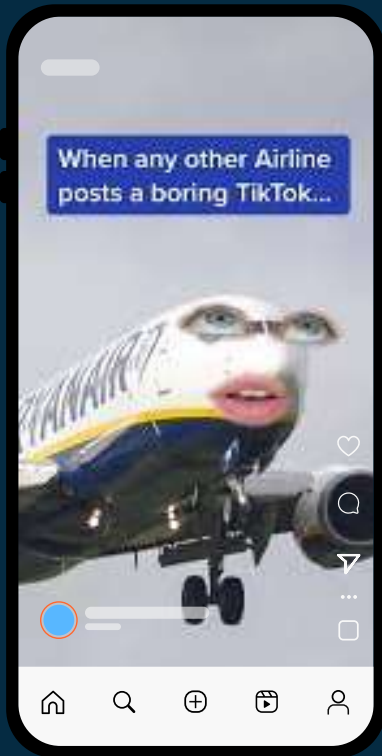
Ryanair adopts an unconventional tone, particularly on platforms such as Twitter (X), Instagram, and TikTok. Ironic responses to user comments, witty references to trending topics, and occasional self-deprecating posts position the brand outside the traditional boundaries of airline communication. The airline also produces entertaining content referencing passengers traveling to Türkiye for hair transplantation and dental treatment. These and similar posts illustrate how current travel motivations are reflected through a humorous lens.

Sarcastic and humorous content increases users' tendencies to comment, share, and react, thereby contributing to the visibility and engagement that are fundamental elements of social media environments. In this regard, Ryanair's communication style can be considered to function, to some extent, as a form of engagement engineering.

However, it is not possible to argue that this approach offers unlimited advantages. While sarcasm can be an effective communication tool when used in the appropriate context, it also carries the risk of misinterpretation. Cultural differences, linguistic nuances, and individual perceptions may lead to different interpretations of the same content. Particularly in the airline industry, where trust is a critical factor, a communication tone that is perceived as overly informal may pose risks to brand reputation. Therefore, such a communication style is generally implemented within a controlled framework.

At this point, the alignment between strategy and brand identity becomes significant. Ryanair's adopted communication style is consistent with its positioning as a low-cost carrier characterized by simplicity and a departure from traditional corporate seriousness. This indicates that the communication strategy is not coincidental but rather a deliberate choice. Indeed, in the highly competitive aviation sector, the brand differentiates itself not only through service features but also through its communication style.

In conclusion, the Ryanair example demonstrates that social media is not merely a promotional channel for brands but also a medium through which brand identity is actively constructed. When appropriately designed, sarcastic communication serves not only as a humorous element but also as a strategic tool for differentiation. In this context, Ryanair stands out as a notable example representing the transformation of corporate communication in the digital age.



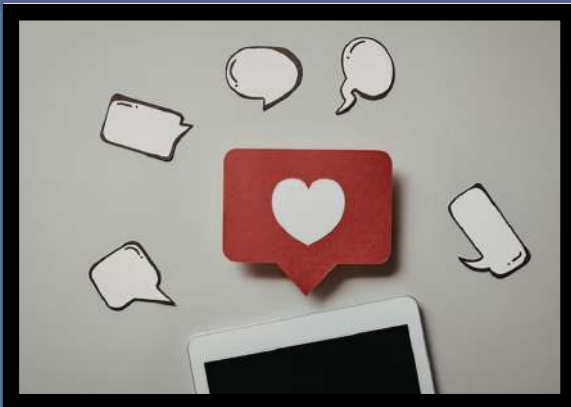
# Time to Socialize

Res. Asst. Zehra MAKAR ÇELİK  
Department of Business Administration (English)

## IGU Aviation Club

IGU Aviation Club is a dynamic student organization that integrates various fields of the industry—from civil aviation and aircraft maintenance to aviation management and flight operations—with an academic and social vision to promote aviation awareness at our university. By offering a diverse range of activities, including sessions with industry professionals, technical workshop visits, simulator experiences, and career-oriented summits, the club invites all IGU students—regardless of their department, year, or technical background—to join this passion, build a powerful professional network, and take their place among the visionary aviators of the future.

You can follow the club on Instagram: [iguhavacilikkulubu](#)



## Agenda at IGU

### New Semester Excitement on Campus

Our schedules are packed and our lectures are non-stop, but May is giving us a wonderful gift this year: a bounty of breaks! With May 1st falling on a Friday, May 19th on a Tuesday, and Eid al-Adha waiting for us at the end of the month, we've found ourselves scrolling through plane tickets and travel itineraries far more than our own lecture notes. So, what's your plan for these mini-vacations? Are you looking forward to some deep relaxation at home, or are you ready to fly off and soak up the spring vibes somewhere new? 😊

## Let's Socialize

The sun is finally out, and it's time to enjoy the campus! 🌿 Our favorite escape from the busy schedule is chilling under the sun with an iced Matcha Latte while making travel plans. ☕ It's the ultimate spring vibe. So, what's your routine? Are you a Matcha lover too? 😊



# May in Istanbul

We have compiled some of the prominent events in Istanbul in may for you.

Res. Asst. Asel Ataoğlu  
Business (English) Administration

| Type of Event | Name of Event                     | Location                                       | Date             |
|---------------|-----------------------------------|--|------------------|
| Concert       | Şehinşah                          | If Beşiktaş                                    | 7 may Thursday   |
| Concert       | Derya Bedavacı                    | Büyüçekmece<br>Kemal Sunal Amfi<br>Tiyatro     | 10 may Sunday    |
| Stand Up      | Stand-Up Taksim                   | Cafe theatre<br>Koşuyolu                       | 13 may Wednesday |
| Theatre       | Burkanca Böyle<br>Stand-Up Gecesi | Bakırköy<br>Performance Sahne                  | 17 may Sunday    |
| Theatre       | The Neighbourhood                 | KKM Gönül Ülkü ve<br>Gazanfer Özcan<br>Sahnesi | 19 may Tuesday   |
| Concert       | Melike Şahin Konseri              | Mask Beach                                     | 30 may Thursday  |

Beyza İleri  
Aviation Management 3rd Year Student

Hello, I'm Beyza İleri. I'm a third-year student in the Aviation Management department at Istanbul Gelişim University's Faculty of Economics, Administrative and Social Sciences. My interest in aviation actually started when I was young. Because of the family history of aviation, I was always drinking, and this interest constantly grew into a great passion. That's why I didn't think about the department much; I went straight to Aviation Management.

The work processes at the university also really interest me. I find myself particularly drawn to courses like occupational safety, ground services, and maintenance safety. Experiencing the feeling of "I'm involved in this matter" in class is truly motivating.

I'm currently interning at TGS, and this experience has been a real turning point for me. Being in the field, seeing passenger processes individually, and being part of a team gives me incredible energy. I learn something new every day, and I've realized I really enjoy this pace. Having started my aviation career this way is a great stroke of luck for me.

After graduation, my budget is distribution. Flight planning takes an active role, it's at the heart of the operation, and carrying this responsibility really excites me. I wish you to become a constantly improving, impactful, strong, and successful professional.





Serpil Nur Aksoy  
Aviation Department Graduate

Hello, I am Serpil Nur Aksoy. I am a 2025 graduate who turned my aviation dreams into reality at Istanbul Gelişim University. For me, university life was about much more than just lectures; it was a period where I developed myself, gained a clearer vision of my goals, and truly lived life to the fullest. Throughout this process, I have gained a great deal both academically and personally.

Driven by my interest in the aviation industry, gaining hands-on experience in the field has always been a priority for me. In line with this, I had the opportunity to intern at Pegasus Airlines. Even though the internship was not mandatory, the fact that my university provided me with this opportunity was incredibly valuable. This experience allowed me to get to know the industry closely and define my position within this field more clearly.

After completing my undergraduate studies, I began my master's degree, once again at Istanbul Gelişim University. It was important for me to continue my self-development and sustain my academic journey. Simultaneously, thanks to the opportunities provided by my university, I am continuing my internship at TGS at Istanbul Airport, where I have the chance to apply what I have learned in the field.

The support of my family, my department head, my esteemed professors, and my friends has always been very precious to me. Their belief and contributions played a major role in getting me to where I am today.

Istanbul Gelişim University did not just give me a diploma; it taught me to believe in my dreams, never to give up, and to move forward stronger with every step. Every moment I spent here will be among my most cherished memories. As I move toward the future, I will continue to walk confidently toward even bigger dreams, carrying everything this journey has given me in my heart.



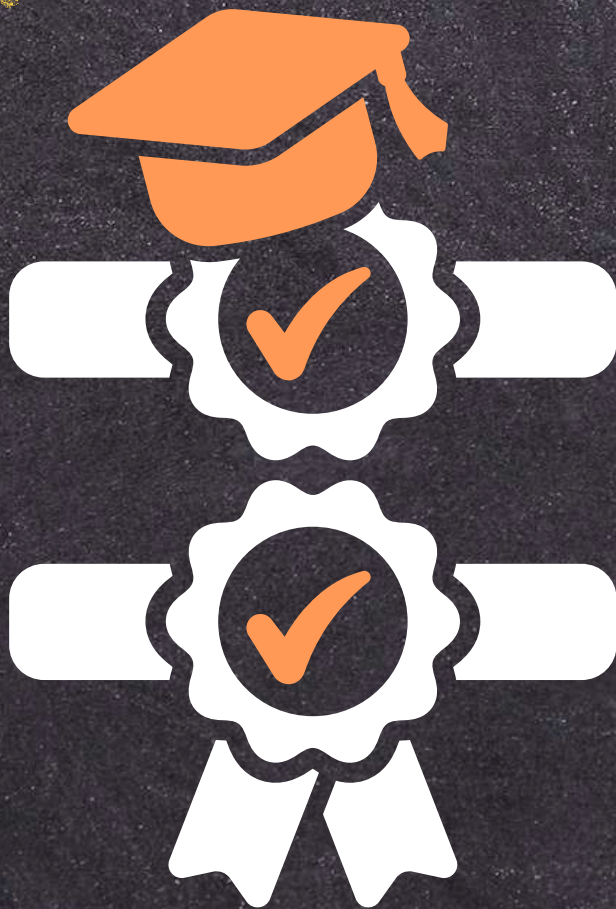
Melek İba  
Aviation Department Student

I am Melek İba, a student in the Aviation Management Department at the Faculty of Economics, Administrative and Social Sciences, Istanbul Gelisim University. While aviation is seen as a childhood dream for many, for me, this interest became a passion that I discovered after starting university. To solidify this passion and understand the sector from a broader perspective, I decided to pursue a double major in Logistics.

Aviation and logistics are two important fields that complement each other and gain meaning together. My interest in operational processes, in particular, clearly showed me that I needed to learn these two disciplines together. Understanding the workings of aviation operations on one hand, and the logistics management behind this process on the other, gave me a more analytical and holistic perspective.

Of course, pursuing a double major is not an easy process. The intense course schedule, increasing responsibilities, and the constant need to strike a balance can be challenging at times. However, this process has given me not only academic knowledge but also discipline, time management, and multifaceted thinking skills. Learning to multitask and be responsible while I was a student has been one of my most valuable assets for my future career.

Today, both my academic achievements and my focus on my goals show how right that decision was. A double major program is a great opportunity for anyone who wants to improve themselves. By combining areas you are interested in, you can become not only different but also a more skilled individual.





Erasmus

Diaries

## Erasmus+ Mobility Agreement Staff Mobility For Training

Asst.Prof. Fatih KILIÇ  
Aviation Management (English)

I am delighted to share that I have successfully completed an Erasmus+ Staff Mobility for Training at the School of Public and International Affairs (SPIA) at ADA University in Baku, Azerbaijan.

From May 12th to May 21st, 2025, I had the privilege of working alongside the SPIA team, focusing on Public Relations and communication strategies within the realm of international education and policy.

It was an incredible opportunity to:

Exchange insights on communicating academic excellence in public policy and international relations.

Discuss strategic outreach and branding for one of the region's leading schools in international affairs.

Strengthen the ties between our institutions through shared best practices.

A heartfelt thank you to the faculty and staff at ADA SPIA for their incredible hospitality and for fostering such an intellectually stimulating environment.



## To Eat Adana Kebab is a Blessing!

Res. Asst. Ahmet Can Şenlik  
Aviation Management (English)

Adana Kebab is no ordinary meat dish; it is a cultural heritage that carries the climate, the soil, and the patience of an entire region.

The first thing that sets Adana Kebab apart from dozens of other "minced meat kebabs" around the world is that the meat is not ground by a machine, but hand-minced by a master using a double-handed heavy blade known as a "zirh." Under the blade, the meat does not become fibrous; it remains granular, trapping its juices while cooking and melting in the mouth. The meat itself is not chosen at random: shoulder and brisket cuts from a male lamb less than a year old are preferred, paired with tail fat ripened under the Çukurova sun, and finished with a pinch of salt. The mastery tucked into this simple recipe takes years to perfect. In Adana, kebab-making is still learned through a master-apprentice relationship, much like a traditional craft.

The hero that hides the true secret, however, is the Karaisalı pepper. Grown at the foot of the Taurus Mountains, this pepper with its thin skin, few seeds, and a heat that is aromatic and warming rather than scorching is essential. Without it, the resulting taste is merely "kebab," not "Adana." In fact, when the Turkish Patent Institute granted a geographical indication registration in 2005 following an application by the Adana Chamber of Commerce, the official recipe was built strictly upon these components. Therefore, labeling a dish "Adana Kebab" while serving something else is no longer just a matter of taste; it is a legal issue.

The plate is complete with charred tomatoes, onions with sumac, fresh parsley, and warm lavash. Beside it sits a glass of shalgam (turnip juice), and above it, the Mediterranean sun... Adana Kebab is more than just a meal; it is a meeting: a meeting of master and apprentice, of fire and meat, of the city and its people. Perhaps this is exactly why it is world-famous. With every bite, it is not just meat that hits the palate, but the story of an entire Mediterranean city.





## ABOUT ACADEMIC LIFE

### PUBLICATIONS

Assoc. Prof. Aman Sado Elemo's article titled "Investigating the Role of Self-Control in the Link Between Intercultural Communication Competence and Mental Well-Being" was published in Turkish Psychological Counseling and Guidance Journal.

Asst. Prof. Olcay Ölçen's article titled "An analysis of bank lending, energy utilisation, agricultural mechanization and productivity in Turkiye's agricultural economy: A spatial approach" was published in Geojournal.

Asst. Prof. Ifedolapo Olabisi Olanipekun's article titled "US Economic Policy Uncertainty and the Exchange Market Pressure of Large Emerging-Market Economies: Evidence From GETS-VAR and Bayesian Quantile Regression Methods" was published in International Journal of Finance and Economics.

# STAFF AGENDA

## ACADEMIC-ADMINISTRATIVE APPOINTMENTS

Asst. Prof. Öznur ÇETİNKAYA, has been appointed as the Head of the Tourism Guiding Department.

Asst. Prof. Ayşe Beyza ŞAHİN YILDIRIM has been appointed as an Assistant Professor in the Department of English Translation and Interpreting.

Asst. Prof. Mehmet EKİZOĞLU has been appointed as an Assistant Professor in the Department of English Translation and Interpreting.

Res. Asst. Şevval Nisa UĞUR, has been appointed as a Research Assistant in the Department of Sociology.

Res. Asst. Elif Ela KÜTÜÇÖĞLU has been appointed to the position of Research Assistant in the Department of Economics and Finance.

Res. Asst. Havva Dilan KAPLAN has been appointed to the position of Research Assistant in the Radio, Television and Cinema Department.

Res. Asst. Rümeyza AKBULUT, has been appointed to the position of Research Assistant in the Psychology Department.

Res. Asst. İlayda YAVUZ, has been appointed as a Research Assistant in the Public Relations and Advertising Department.

Res. Asst. Abdullah Hamza ÜZÜM, has been appointed as a Research Assistant in the Department of Economics and Finance.

Res. Asst. Serdar BUDAK, has been appointed as a Research Assistant in the Department of Management Information Systems.

Res. Asst. Muhammet Sadi KORKUTATA, has been appointed as a Research Assistant in the Department of Political Science and International Relations (English).

Res. Asst. Dilara YILDIZ, has been appointed as a Research Assistant in the Department of Turkish Language and Literature.

Res. Asst. Öznur KUZU has been appointed to the position of Research Assistant in the Advertising Department.

Nisa EKİZ, has started working at our Faculty Dean's Office as a Part-Time Student.

Şevval AFŞAR, has started working at our Faculty Dean's Office as a Part-Time Student.



IGU  
**KARYON**  
Career Guidance  
Applications and Research Center



IGU  
**MMK**  
Mesartar ve Mesavuplar  
Kuvv Bliuier QSC

Dear IGU Alumni and Students,

# A NEW ONLINE RECRUITMENT PLATFORM

that matches the skills of alumni with  
qualities requested by employers has opened.  
You can reach out and apply for open  
positions by subscribing to the platform.

Please scan me for more  
information and to application.



[metsis.gelisim.edu.tr](https://metsis.gelisim.edu.tr)



## IGU Alumni Tracking System

The Alumni Tracking System (Metsis) has been launched to determine and follow the current status of our graduates, such as their employment and higher education careers, and to generate statistical data. Moreover, Istanbul Gelisim University aims to strengthen its relations with its graduates and contribute to their employment process through the METSİS platform. IGU alumni can subscribe to the platform for free. ([metsis.gelisim.edu.tr](https://metsis.gelisim.edu.tr))

Our graduates who are members of the platform can update their profiles and follow job postings.

### How to subscribe to the METSİS platform?

1. Enter the platform ([metsis.gelisim.edu.tr](https://metsis.gelisim.edu.tr)) via internet-connected devices.
2. You can follow the job postings by clicking on the jobs.
3. You can create an account from the New Candidate section to apply.
4. After creating an account, you can see job postings from the jobs section on the top and apply for open positions.

# MASTHEAD

## FACULTY OF ECONOMICS, ADMINISTRATIVE AND SOCIAL SCIENCES

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Vice Dean

**Assoc. Prof. Emrah DOĞAN**

**Asst. Prof. Özlem Tuğçe KELEŞ**

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**Res. Asst. Ahmet Can ŞENLİK**

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