

ISTANBUL GELISIM UNIVERSITY



SosyoCom

MONTHLY EVENTS AND NEWS BULLETIN

JULY 2026 | NUMBER 67

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Leadership in the Age of Artificial Intelligence: Is Leadership Still a Human Privilege?

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Throughout history, people have sought to influence others in pursuit of shared goals. This remarkable ability to influence has come to be known as leadership. Although leadership has been defined in many different ways since scholarly research on the subject began, these definitions share several common elements. Leadership is a process through which individuals influence others to achieve a common objective. The concept has evolved over time through trait theory, behavioral theory, contingency theory, contemporary leadership theories, and postmodern leadership theories. Long regarded as an exclusively human phenomenon, leadership has now encountered a new partner: artificial intelligence.

To what extent can artificial intelligence perform leadership roles? What characteristics define effective leadership in the digital age? Could AI eventually become a leader? These questions have become some of the most prominent debates in contemporary leadership literature. Before attempting to answer them, however, it is essential to understand what leadership truly means and how the concept may continue to evolve. One of my favorite definitions of leadership comes from the opening quotation of Bennis and Thomas's 2002 Harvard Business Review article: "Everyone is tested by life, but only a few extract strength and wisdom from their most trying experiences. They're the ones we call leaders." According to Bennis and Thomas, leadership belongs to the few individuals who emerge from adversity with greater wisdom and resilience. Those who transform difficult experiences into strength acquire the capacity to guide others. Another definition that I find particularly insightful was offered by Admiral Grace Hopper: "You manage things; you lead people." This simple yet profound distinction between management and leadership reminds us that people cannot be managed like objects. Human beings possess consciousness, emotions, needs, and vulnerabilities. Only a leader who can genuinely connect with these human qualities can inspire and guide others. After all, people follow leaders who make them feel understood.

The reason I have chosen these two quotations is that both define leadership through qualities traditionally regarded as uniquely human: adversity, wisdom, empathy, communication, and understanding. Interestingly, contemporary debates surrounding AI-driven leadership revolve around precisely these human attributes. Artificial intelligence already demonstrates remarkable capabilities in what are often referred to as hard skills, such as planning, organizing, and controlling organizational processes. Moreover, in areas such as data access, data analysis, forecasting, and pattern recognition, AI has already surpassed human cognitive capacity in many respects. There is broad consensus in the literature regarding AI's ability to excel in these technically oriented dimensions of leadership. The more controversial question concerns the so-called soft skills. Can artificial intelligence demonstrate emotional intelligence, empathy, communication, trust-building, or wisdom? Could AI eventually assume leadership entirely, or is leadership fundamentally a human capability? The literature offers no definitive answer. The dominant perspective argues that hybrid leadership, built upon collaboration between humans and artificial intelligence, represents the most effective model of leadership and will continue to do so in the future. Under this approach, AI assumes responsibility for technical and analytical tasks, while humans retain responsibility for soft skills, ethical judgment, and ultimate decision-making.

Alongside this dominant perspective, however, there are scholars who argue that AI may eventually replace human leaders altogether. This perspective challenges the deeply rooted human belief that leadership constitutes humanity's final stronghold—a role we are reluctant to surrender to machines, despite its possible inevitability. According to Van Quaquebeke and Gerpott, those who continue to regard leadership as an exclusively human domain are, in many ways, romantics. Sooner or later, humanity may have to confront this uncomfortable reality, and the discussion should therefore move beyond romantic idealism toward rigorous academic inquiry. Recent breakthroughs in generative artificial intelligence have further intensified this debate. AI can now offer advice, engage in conversation, perform sentiment analysis, and respond in ways that create the impression of understanding human emotions—even though it possesses no genuine feelings of its own. In this sense, AI has already begun to enter domains traditionally associated with the softer dimensions of leadership.

Will artificial intelligence ultimately replace human leadership? At present, no definitive answer can be given. The prevailing paradigm continues to emphasize hybrid leadership and human–AI collaboration as the most effective model for the foreseeable future. Our responsibility as researchers is to continue exploring the least understood dimensions of leadership without becoming confined by dominant paradigms or constrained by human ego, while recognizing that the values shaping tomorrow's world may differ fundamentally from those of today.



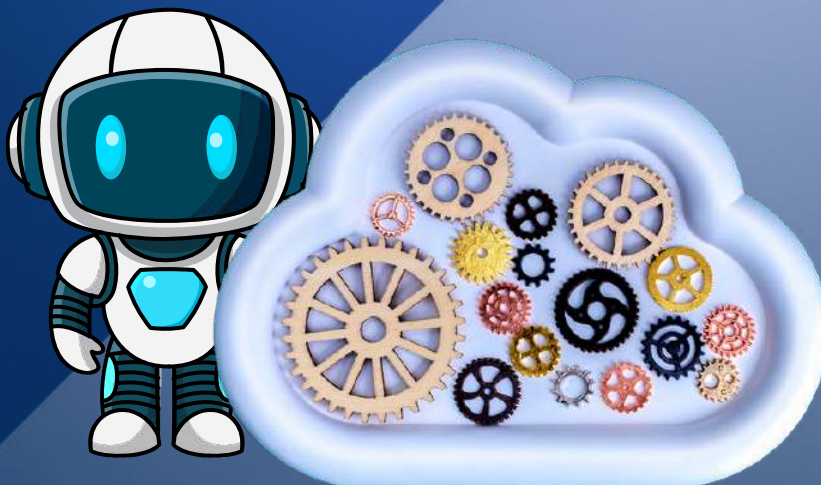
AI-SUPPORTED DECISION-MAKING PROCESSES IN CLOUD ACCOUNTING SYSTEMS

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The pressure for digital transformation on businesses is increasing day by day. Cloud-based accounting systems, especially those used in accounting information systems, offer users unlimited benefits in terms of time management by allowing them to store and process accounting data online for useful information. Cloud-based accounting systems are preferred by businesses not only because of their low cost but also because they provide real-time data access from anywhere in the world. With the integration of artificial intelligence technologies into accounting systems, decision support mechanisms are becoming increasingly important for businesses.

AI applications integrated into cloud accounting systems can influence businesses' decision-making processes. AI-supported systems can provide managers with various benefits in decision-making, such as transferring and processing invoices into the business system, performing financial and cost analyses, and identifying risk factors by detecting errors and fraud in advance. Especially large volumes of accounting data can be analyzed very quickly thanks to intelligent machine learning algorithms, providing accurate, reliable, and resource-efficient support to decision-makers regarding the business.

In conclusion, cloud accounting systems, including artificial intelligence, are changing businesses' perspectives on the digital world and improving the quality of decisions businesses can make on their e-transformation journey. Technological advantages such as ensuring the security of data processing systems—the lifeblood of businesses—deterring cyberattacks, and processing and protecting personal data greatly assist businesses in their decision-making support mechanisms. In the future, with the expected widespread adoption of algorithmic data security systems, big data analytics, and blockchain technologies in accounting systems, accounting professionals will have even greater responsibilities.



SIMPLE, STYLISH, AND TIMELESS: THE DESIGN MUSEUM DENMARK

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When people think of Copenhagen, bicycles, the colorful houses of Nyhavn, and the Scandinavian way of life are often the first things that come to mind. Yet one of the city's most inspiring destinations is undoubtedly the Design Museum Denmark. Housed in a historic Rococo building, the museum demonstrates that design is far more than aesthetics—it is a way of life that touches every aspect of our daily routines.

The museum's collection features thousands of objects, ranging from furniture and ceramics to textiles, fashion, industrial design, and graphic design. Spanning different periods and styles, this remarkable collection offers visitors the opportunity to explore the core principles of Scandinavian design: simplicity, functionality, and timelessness. As you walk through the galleries, you embark on a fascinating journey into the origins of many design concepts that continue to influence the world today.

One of the museum's most distinctive qualities is its ability to transform visitors from passive observers into active participants in the design experience. Through interactive exhibitions, you discover why a chair is designed for exceptional comfort, how a lighting fixture can shape the atmosphere of a space, and why good design has the power to make everyday life easier. Every corner of the museum encourages you to see even the most ordinary objects from a fresh perspective.

After exploring the galleries, taking a break in the museum's peaceful garden or elegant café becomes one of the highlights of the visit. The harmonious blend of historic architecture and contemporary design creates a welcoming atmosphere that makes the experience even more memorable. The building's abundant natural light and thoughtfully curated exhibition spaces make every moment of your visit truly unforgettable.

If you find yourself in Copenhagen, be sure to add the Design Museum Denmark to your itinerary. By the time you leave, you will not only have admired remarkable examples of design but will also gain a deeper appreciation of how thoughtful design can transform even the smallest details of everyday life.





MOONRISE KINGDOM

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At first glance, Wes Anderson's *Moonrise Kingdom* appears to be an elegant romantic comedy about two children, both perceived as "misfits" by society, who run away together. At its core, however, it is a subtle meditation on the fragility of the adult world. Rather than idealizing childhood as a period in which innocence reigns unconditionally, Anderson portrays it as the last refuge of the emotional honesty that adults have forgotten. Sam and Suzy's escape from the island is not merely a physical journey; it is a quiet act of rebellion against an adult order woven from rules and conditioned to suppress emotions.

Throughout the film, true maturity is suggested to stem not from age but from the capacity for empathy and the courage to love. The fearless way in which Sam and Suzy choose to love one another despite barely knowing each other inevitably recalls Sartre's famous words: "To try to love someone is to undertake a great task. It requires energy, self-surrender, and blindness. There is even a moment at the beginning when one must leap across an abyss. If one begins to think, one cannot jump." Considering how adults often struggle to take emotional risks because they overthink and calculate every possible outcome, Sam and Suzy's courage can be attributed to the openness and spontaneity of childhood. Yet their fearlessness may also be read as a critique of adulthood itself—of the way feelings of inadequacy, worthlessness, fear of emotional vulnerability, and even the constraints imposed by social status discourage people from taking the leap toward love.

Perhaps the film's most remarkable achievement lies in its ability to strip love of the clichés that define adult romance. Sam and Suzy's relationship is not built upon grand promises or dramatic confessions but upon quietly walking together, dancing, reading books, and simply sharing the same landscape. This simplicity deepens the film's emotional impact. Anderson presents first love not as a fleeting childhood experience but as the first genuine sense of belonging that accompanies a person throughout life. Consequently, *Moonrise Kingdom* evolves into something far greater than a romantic tale—it becomes the story of two lonely souls who choose one another as "home."

Wes Anderson's cinema is often celebrated for its immaculate symmetry, pastel colour palette, and meticulously composed frames. In *Moonrise Kingdom*, however, these aesthetic choices extend far beyond visual ornamentation. Every composition becomes an architecture through which the inner worlds of the characters are revealed. The solitary figures placed within perfectly ordered frames create the film's central tension: a profound sense of alienation concealed beneath seemingly flawless worlds. While Anderson's dollhouse-like settings evoke a nostalgic warmth, they simultaneously remind the viewer of just how delicate and fragile that world truly is.

Beyond being one of the warmest and most humane works in Wes Anderson's filmography, *Moonrise Kingdom* stands as one of contemporary cinema's most graceful reflections on childhood. Rather than inviting viewers to indulge in nostalgia for the past, the film encourages them to remember the honesty that survives beneath childhood's lost innocence. Perhaps this is precisely why it continues to deepen with time instead of fading. The little island Anderson creates ultimately becomes not only a refuge for its characters but also an emotional landscape where the audience longs to find shelter.

FACTFULNESS

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The book, written by Hans Rosling, Ola Rosling, and Anna Rosling Rönnlund, examines people's tendencies in perceiving the world. According to the authors, people's views of the world are often based not on current data, but on information from the past, fears, generalizations, and dramatic events highlighted in the media.

The authors state that most people believe that extreme poverty is continuously increasing, that young girls have very limited access to education, and that health conditions around the world have deteriorated compared with the past. Contrary to these perceptions, however, they argue that many key indicators of human development have shown long-term improvement. At the same time, the authors emphasize that these improvements do not mean that wars, inequalities, poverty, or environmental problems have disappeared from the world. A situation can simultaneously be bad and better than it was in the past.

The book discusses ten fundamental instincts that lead people to misjudge the world. The first is the gap instinct. This tendency causes people to view societies as consisting of two completely opposing groups. Distinctions such as rich versus poor, developed versus developing, or the West versus the rest can make the common characteristics and intermediate categories between groups invisible. The book argues that, when making comparisons, attention should not be limited to extreme examples; instead, consideration should also be given to the conditions under which the majority of people live. The negativity instinct refers to people's tendency to pay more attention to negative news than to positive developments. According to the authors, however, accurate assessments require examining long-term trends rather than isolated events. The straight line instinct is the tendency to assume that an existing trend will continue indefinitely at the same rate and in the same direction. This is particularly evident in perceptions of population growth, where people often assume that past growth will continue unchanged in the future. In reality, social phenomena rarely follow a straight line, they may slow down, accelerate, or change direction as a result of factors such as economic development, educational attainment, healthcare services, and fertility rates. The fear instinct causes striking and frightening events to be perceived as posing greater risks than they actually do. Terrorist attacks, airplane crashes, and epidemics evoke strong emotions and may therefore influence people's assessment of risk. The book recommends distinguishing between what is frightening and what is genuinely dangerous. The size instinct suggests that large numbers presented in isolation can be misleading. A number becomes meaningful only when it is compared with other numbers, evaluated in terms of its proportion of the total, or examined on a per capita basis. The generalization instinct leads people to regard different countries, societies, or groups of people as homogeneous. The authors emphasize that, in addition to differences between groups, differences within the same group should also be taken into account. The destiny instinct is the tendency to believe that certain societies, cultures, or conditions will never change. However, because social change often occurs gradually, it may not be noticeable in everyday life. The single perspective instinct involves explaining complex problems through a single cause or a single solution. According to the authors, complex fields such as the economy, healthcare, education, and the environment require multiple areas of expertise and diverse perspectives to be considered together. The blame instinct leads people to attribute the causes of problems to particular individuals or groups rather than to systems. Yet social problems are often the result of rules, institutions, economic structures, and systems of incentives. Finally, the urgency instinct can lead people to make rapid decisions without gathering sufficient evidence. Because urgent and dramatic messages can weaken critical thinking, important decisions should, whenever possible, be based on evidence, and alternative options should be evaluated carefully.

The book's central message is that our views should be based not on fears, prejudices, or dramatic news stories, but on comparable, up-to-date, and reliable data. In this respect, the book not only provides readers with knowledge about the world but also teaches them how knowledge itself should be approached.

Nothing Can Happen to Us

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“Nothing Can Happen to Us” is a romantic drama series that portrays the complexity of modern relationships. Although it may seem like a classic love story at first glance, the series actually explores the effects of love on human psychology and the fragile nature of relationships. At the center of the story are Lal and Aktan. Despite having very different personalities, they become attached to each other because of the strong attraction between them.

Lal is a controlled, rational, and organized character. She does not express her emotions easily and is afraid of being hurt. Therefore, she sometimes withdraws from the relationship and tries to protect herself. Aktan, on the other hand, is more free-spirited, impulsive, and emotionally intense. Although he expresses his love strongly, he struggles to manage his anger and disappointment. These differences make their relationship both powerful and exhausting.

One of the most remarkable aspects of the series is that it does not portray love merely as a romantic and beautiful emotion. Throughout the story, viewers are shown that love can sometimes be painful, complicated, and transformative. While Lal and Aktan's relationship occasionally appears deeply romantic, it can also become destructive for both of them. This increases the emotional realism of the series.

The phrase “Nothing Can Happen to Us” is one of the central symbols of the series. Although it seems to represent the characters' confidence in their relationship, it actually carries an ironic meaning. As the story progresses, it becomes clear that even the strongest relationships can be damaged and that love alone cannot solve every problem. Lack of communication, past traumas, and emotional conflicts emerge as some of the greatest obstacles in their relationship.

The atmosphere of the series is also an important element that supports the story. Melancholic scenes, silences, meaningful glances, and the loneliness of urban life strengthen the emotional tone of the series. For this reason, the production can be regarded not only as a love story but also as a narrative that examines human relationships from a psychological perspective.

In conclusion, “Nothing Can Happen to Us” is an impressive series that shows how love changes people and emphasizes that trust, communication, and understanding are just as important as love in relationships. As a production with strong romantic, emotional, and psychological dimensions, it leaves a deep impression on its audience.

“ REVIEW OF THE MONTH ”

Love on the Path of Istanbul: Çerkes Rıdvan’s Cabinet

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The Department of Political Science and International Relations

“Çerkes Rıdvan’s Cabinet” is an original stage production adapted from the stories of Reşad Ekrem Koçu, one of Istanbul’s most iconic storytellers, distinguished by its unconventional use of space. Performed in the mystical atmosphere of the historic Kuveloğlu Han by the shores of the Golden Horn, the play transports its audience away from traditional theatre venues into a living set infused with traces of everyday life and layered history. Shaped by the creative vision of Lara Lakay, Yağmur Dolkun, and Tülin Özen, the production presents a seamless integration of narrative and music.

In this approximately 40-minute, one-act journey, narrator-actor Cem Zeynel Kılıç stands at the center of the performance with his commanding stage presence and powerful delivery. The story revolves around a love shaped by class division between Mustafa, a young man from the artisan class, and İncili Hanım, a woman of high social standing. However, this seemingly impossible love story takes an unexpected turn with the introduction of Çerkes Rıdvan, whose desire for freedom reshapes the narrative’s trajectory.

The most defining and compelling element of the production is its music. The musicians led by Gökçe Gürçay are not merely an accompanying background layer, but active agents who shape the rhythm of the narrative and drive the story forward. From the very first moments, the music draws the audience into the atmosphere, while the synchronization between actor and musicians transforms the performance into a continuous, fluid experience. Cem Zeynel Kılıç’s interaction with this musical dialogue offers a contemporary homage to the traditional art of the meddah (storyteller).

The natural acoustics and texture of Kuveloğlu Han enhance the direct integration of live music into the narrative, creating an immersive effect. By successfully blending contemporary staging techniques with traditional storytelling forms, the production offers a powerful and memorable theatrical experience through the balanced interplay of space, music, and performance.

ACADEMIC PLAYLIST



A SELECTION FOR JUNE

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The Department of Political Science and Public Administration

This month, our selection features the music of Tissilawen, one of the leading representatives of the Tuareg musical tradition. Rooted in the cultural memory of the Sahara, these songs bring together themes of belonging, migration, freedom, solidarity, and everyday life through a distinctive musical language.

Blending traditional Tuareg melodies with contemporary arrangements, Tissilawen invites listeners into both a rich rhythmic landscape and a unique cultural experience.

We wish you pleasant listening. Please [click](#) to access the selection.

	Amidinine Tissilawen	Amidinine
	Tamiditine Tissilawen	Eylel
	Dounia Tissilawen	Eylel
	Tassili n'Azjer Tissilawen	Tassili n'Azjer
	Awin alkaline Tissilawen	Toumastin
	Eylel Tissilawen	Eylel
	Talyat n AKaline Tissilawen	AghregHe ImuHar
	AghregHe ImuHar Tissilawen	AghregHe ImuHar
	Tamadrayt Tissilawen	Eylel
	Inazdjam Tissilawen	Eylel





NOT QUITTING THE JOB, BUT GOING THE EXTRA MILE: QUIET QUITTING

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In recent years, one of the most widely discussed concepts in working life has been quiet quitting. Although the term may initially suggest leaving one's job, it actually refers to a very different phenomenon. Quiet quitting does not mean resigning from work; rather, it describes employees who fulfill the responsibilities outlined in their job descriptions without going beyond them. Avoiding excessive overtime, not being constantly available, and maintaining clear boundaries between work and personal life are among the key characteristics of this approach.

The changing nature of work following the COVID-19 pandemic has played a significant role in the growing attention given to quiet quitting. The widespread adoption of remote and hybrid working models has reshaped employees' expectations regarding work-life balance. At the same time, increasing workloads, feelings of burnout, a lack of recognition, and uncertainty about career development have led many employees to reconsider their relationship with work. As a result, rather than leaving their jobs altogether, some employees choose to limit their efforts to what is expected within their roles.

Quiet quitting is often interpreted as a sign of laziness or a lack of motivation. However, research suggests that this behavior is more commonly associated with unmet needs for fairness, trust, effective communication, and appreciation in the workplace. In many cases, employees do not reduce their efforts because they are unwilling to work; instead, they feel that their contributions are undervalued or insufficiently recognized. Consequently, they choose to perform only the duties specified in their job descriptions.

From this perspective, quiet quitting should not be viewed solely as an individual choice. Organizations also play a crucial role in fostering employee engagement. Open communication, employee participation in decision-making, recognition of achievements, and the creation of a fair and supportive work environment are among the key factors that strengthen organizational commitment. Employees who feel valued, respected, and supported are less likely to exhibit quiet quitting behaviors.

Ultimately, quiet quitting reflects not a desire to abandon work, but a growing demand for healthier boundaries and a more balanced working life. Perhaps the most important message behind this phenomenon is not that employees want to work less, but that they seek workplaces where their contributions are recognized, their well-being is respected, and they feel a genuine sense of belonging. Staying in a job does not necessarily mean remaining committed to the organization. Sustainable organizational success depends on creating a workplace culture in which employees are willing not only to perform their duties but also to feel genuinely connected to the organization they serve.



ENTREPRENEURSHIP AND INNOVATION



ARTIFICIAL INTELLIGENCE AND SOLO ENTREPRENEURSHIP

Asst. Prof. Birol BAYSAK
The Department of Business Administration

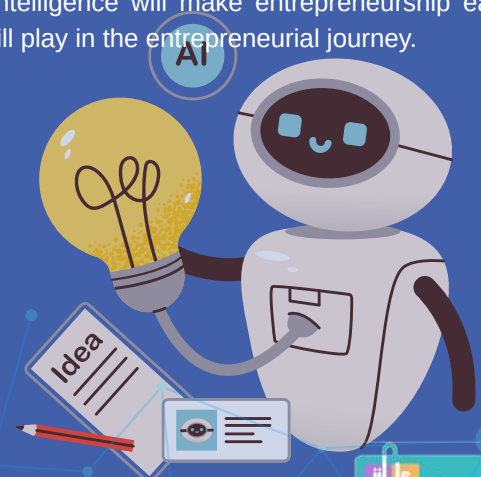
Entrepreneurship can be broadly defined as the process of recognizing opportunities, evaluating them, and creating value under uncertainty¹. In this sense, entrepreneurship is widely regarded as a strategic force that contributes to social welfare, supports sustainable employment, and stimulates innovation². In recent years, one concept that has attracted increasing attention is solo entrepreneurship. Solo entrepreneurship refers to the process through which an individual develops, manages, and grows a business idea mostly on their own³. As this definition suggests, although solo entrepreneurs may lack the division of labor and specialization provided by organizational hierarchies, they benefit from speed, flexibility, and direct decision-making.

The rapid advancement of generative artificial intelligence technologies is reshaping the structure and operating logic of the entrepreneurial ecosystem. Artificial intelligence is one of the most important developments expanding the boundaries of solo entrepreneurship. Throughout the entrepreneurial journey, AI tools can increase the capacity of entrepreneurs in tasks such as market scanning, idea development, prototyping, content creation, customer interaction, and data analysis. In this way, solo entrepreneurs can build more systematic, repeatable, and scalable workflows without necessarily hiring employees.

One remarkable example of this transformation is the Dutch entrepreneur Pieter Levels. Levels follows a path that differs from the conventional Silicon Valley approach to entrepreneurship. In the traditional model, entrepreneurs often first establish a company, raise investment, build a team, and then try to develop a product that generates revenue. Levels, however, represents a solo entrepreneur profile that develops digital products through rapid experimentation, without external investment or a large team. According to him, moving forward without investor support forces an entrepreneur to act faster. For this reason, he turns his ideas into small products in a short time, launches them, and directly tests whether there is real market demand. As reported by Rijo, PhotoAI.com, developed by Levels, is a platform that enables users to generate AI-supported professional portraits from uploaded photographs. The platform was launched in 2023 and, according to data shared in 2025, reached a monthly revenue of 132,000 US dollars.

Although solo entrepreneurship offers advantages such as speed, flexibility, and direct decision-making, it also involves structural challenges such as limited human resources, full responsibility for decision-making, uncertainty, and cognitive load⁴. While AI tools can reduce some of these burdens and expand the capacity of solo entrepreneurs, they do not eliminate all the limits of entrepreneurship. Indeed, the findings of Kim, Kang, and Song show that generative AI reduces barriers to solo entrepreneurship; however, team-based ventures still maintain important advantages at the highest performance levels⁵. This suggests that entrepreneurship in the age of AI should be considered not only in relation to technological tools, but also together with human intuition, resilience, responsibility, and the ability to build relationships.

Therefore, the key question for the future is not simply how much artificial intelligence will make entrepreneurship easier. Rather, as in many other fields, the real question is what role the human factor will play in the entrepreneurial journey.



Critical NATO Summit in Ankara: Defence Spending and Ukraine Support Top the Agenda

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The Department of Business Administration

ANKARA — NATO leaders are set to gather in Ankara on 7–8 July 2026 for a summit expected to shape the Alliance's future defence priorities. The meeting will be held at the Beştepe Presidential Compound, marking the second time Türkiye has hosted a NATO Summit after the 2004 Istanbul Summit. According to NATO's official announcement, the summit will review the progress made since the 2025 Hague Summit and set out a roadmap for turning Allied commitments into concrete results.

The main agenda is expected to focus on increasing defence spending, strengthening defence industrial production, expanding joint procurement, and maintaining support for Ukraine. Reuters reported that leaders from all 32 NATO member states are expected to attend, along with Ukrainian President Volodymyr Zelenskiy and senior European Union representatives. Discussions are likely to centre on Europe taking greater responsibility for its own defence and on how NATO members can meet their long-term defence investment goals.

Support for Ukraine will be one of the most significant issues at the summit. According to Reuters, NATO members are expected to reaffirm around €70 billion in military equipment, assistance, and training support for Ukraine in 2026. The summit declaration is also expected to underline NATO's commitment to collective defence under Article 5 of the Washington Treaty, while identifying Russia as a continuing threat to Euro-Atlantic security.

The NATO Summit Defence Industry Forum will also take place in Ankara as part of the summit programme. NATO states that the forum will focus on defence investment, increased production, cooperation, and joint procurement among Allied countries. For this reason, the summit is expected to send strong messages not only on political and military unity but also on the future of transatlantic defence industry cooperation.

For Türkiye, hosting the summit provides an important opportunity to underline its strategic role within NATO and highlight its growing defence industry capabilities. Held at a time of continuing war in Ukraine, regional instability in the Middle East, and debates over burden-sharing within the Alliance, the Ankara Summit is expected to be a critical turning point for NATO's future security strategy.

THE STRUGGLE OF WILL WITH INDECISION AND ANALYSIS PARALYSIS

HEALTH-
PSYCHOLOGY

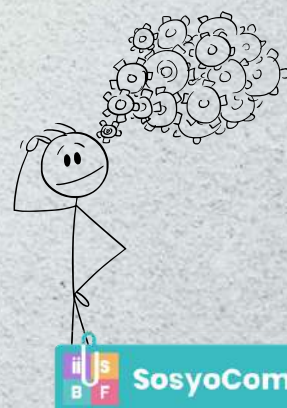


Prof. Dr. Metin UYAR
Business Administration (English)

Indecision and analysis paralysis are two distinct phenomena stemming from a common root, hindering the translation of thoughts into action. The failure to resolve hesitations within the mind over time makes it difficult for the will to make choices, causing doubts to become more visible and disturbing. Each point of doubt or hesitation, if left unresolved, triggers another, further deepening the level of tension felt. Unless this state of indecision is overcome, instead of focusing on the expected positive outcomes of decision-making, the will begins to focus more on the fears and anxieties evoked by the negative consequences of the hesitations. From this point, instead of making a choice, the will begins to observe the competition between options. After a while, the individual rephrases the question from "which option is more correct or better" to "which option will allow me to make fewer mistakes." The shift from the axis of the correct option to the point of the less risky option indicates that the will has deviated from its purpose and entered a different path. Once the individual has gone down the wrong path, they must confront the risky options. However, the probability of each risk occurring triggers the individual to make new assessments, discussions, and analyses. The anxiety created by choosing between less risky options instead of the right one eventually leads to a locking of our will and a state of inaction. This situation, called analysis paralysis, is the most negative outcome that arises when the state of indecision persists for a long time. Analysis paralysis is not a result of overthinking or excessive thinking. On the contrary, in some cases, thinking more about the right option can indirectly reduce the risk. Analysis paralysis is when a person prioritizes their hesitations excessively, making it difficult to make the right choice and subsequently preventing them from taking any action. Willpower can move from the thinking stage to the action stage as long as it maintains a balance between the frequency of asking questions and answering them. However, obsessing over asking questions or persistently asking excessively anxiety-inducing questions leads to the misuse of intellectual capacity, causing indecision and subsequently the analysis paralysis. Constantly asking questions eventually causes us to forget the correct answer, and subsequently, analysis paralysis occurs, resulting in complete immobility.

How can this stressful cycle be broken? The first reality our will must accept is the need to be somewhat flexible with the desire for certainty and zero risk. While certainty provides a comfort zone for the will, there is no such thing as 100% comfort in the real world. The second reality we must accept is the ability to revise our decisions from time to time, from "the absolutely right decision" to "a good enough decision." As we know, the flow of life often proceeds not through optimal conditions, but rather through what is feasible. Thirdly, and most importantly, action allows us to refine our thinking. While constant analysis takes us through endless possibilities, action allows us to see the outcome and move away from wrong choices.

*I dedicate this essay especially to my recent graduate students who need to make decisions to start a career.



IS TURKIYE REALLY A WATER-RICH COUNTRY?

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Türkiye is located in a geographically advantageous region, surrounded by seas on three sides and home to 25 river basins. Perhaps this is why many of us believe that the water flowing from our taps will never run out. However, the figures tell a very different story: Türkiye is not a water-rich country.

According to international criteria, countries with more than 1,700 cubic meters of renewable freshwater per capita annually are considered "water-rich." According to WWF-Türkiye, this figure is approximately 1,519 cubic meters in Türkiye, meaning that the country is already classified among those experiencing water stress. Even more concerning are future projections, which estimate that, due to population growth, the amount of available freshwater per capita will decline to approximately 1,200 cubic meters by 2030 and 1,069 cubic meters by 2050. The General Directorate of Water Management under the Ministry of Agriculture and Forestry confirms the same outlook, predicting that Türkiye will become a water-stressed country by 2030 as a result of expanding cities, industrial development, and a growing population.

Despite this reality, water consumption continues to increase. According to the Turkish Statistical Institute (TurkStat) 2024 Water and Wastewater Statistics, the total volume of water withdrawn from water resources increased from 19.2 billion cubic meters in 2022 to 20.3 billion cubic meters in 2024. The average daily amount of water withdrawn per person by municipalities reached 255 liters. Moreover, our actual water consumption is not limited to what flows from the tap. The concept of the "water footprint" also accounts for the hidden water consumed during the production of the goods we use. For example, approximately 140 liters of water are required for a single cup of coffee to reach our table.

The problem is not limited to the quantity of water alone. Each of Türkiye's 25 river basins faces different pressures. Pollution is a major concern in the Büyük Menderes and Ergene basins, while excessive agricultural water use places significant stress on resources in the semi-arid Konya Closed Basin. In other words, our water resources are not only decreasing but also becoming increasingly polluted.

So, what should we do? First, we must abandon the misconception that Türkiye is a water-rich country. Water must be used efficiently through modern irrigation techniques in agriculture, water recycling in industry, and simple yet effective conservation practices in our homes. Turning off the tap while brushing our teeth, repairing leaking plumbing, and making conscious consumption choices may seem like small actions individually, but when adopted by millions of people, they can change the future of our river basins.

Let us remember that water is not only today's issue but also tomorrow's. This country belongs to all of us, and we have borrowed its water from future generations. Protecting every single drop is a shared responsibility for the sake of our common future.



Time to Socialize

Res. Asst. Zehra MAKAR ÇELİK

Department of Business Administration (English)

IGU BUSINESS ADMINISTRATION CLUB

The Business Administration Club is a dynamic club for all students who want to put theoretical knowledge into practice, meet leading figures of the business world, and gain essential competencies for the future. Operating in a wide range of areas from industry talks to personal development workshops, and from technical visits to enjoyable social activities, the club provides its members with both a strong network and the opportunity to hands-on experience skills such as organizational management and teamwork. Regardless of your major, the doors of the Business Administration Club are open to all students who want to enrich their university life, take part in activities aligned with their interests, and be a part of a fun community.

Don't forget to follow the club's social media account for events and announcements:

Instagram: iguisletme



Agenda at IGÜ

July is here, and the graduation ceremony season on campus has begun! July is a wonderful time when we proud fully send off our graduating friends with a "Go out there and conquer the world!" vibe, while also shaking off the sweet fatigue of a whole year. We congratulate all our graduating friends and wish them the best of luck in this new chapter of their lives. As for us? While we unwind from the year's fatigue with some ice cream, we can't wait to meet the new faces joining us next term and liven up the atmosphere! ✨

Let's Socialize

The heat is here, and the summer school pace has begun, but campus is best enjoyed during those great chats between classes! In the cool spots we find, we shake off the lethargy of summer school together, meet up for coffee breaks, and set aside exam stress to socialize. So grab your ice cream or iced coffee, and join in on friendly chats and new friendships between classes! 😊



August in Istanbul

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

Res. Asst. Asel ATAÖĞLU
The Department of Business Administration (English)

Type of Event	Name of Event	Location	Date
Theatre	İki Kişilik Oyun	Özgürlük Parkı Amfi Tiyatro	2 August Sunday
Concert	Melike Şahin	Harbiye Açıkhava Tiyatrosu	3 August Monday
Show	Ata Demirer Gazinosu	Harbiye Açıkhava Tiyatrosu	4 August Tuesday
Concert	Ajda Pekkan	Harbiye Açıkhava Tiyatrosu	7 August Friday
Concert	Pozitif Vibrations: Zara Larsson	Bonus Parkorman	9 August Sunday
Festival	Babylon Soundgarden	Bonus Parkorman	22 August Saturday

Yiğit DALLI

A Second Year Student from the Department of Business Administration



After an intensive high school education, I took the university entrance exam. Although I had the opportunity to choose many universities outside my hometown within my preferred field of study, I ranked Istanbul Gelişim University among my top choices because of the unique opportunities and advantages it offers its students. Being awarded a full scholarship to study Business Administration, a discipline with a wide range of career opportunities, filled me with great joy and excitement.

When I first arrived at the university, I had the chance to meet other students who, like me, were just beginning their higher education journey. The friendships we formed grew stronger throughout our first year as we continued to spend time together. Thanks to the welcoming atmosphere of our faculty, I never felt alone. We often gathered at the cafés in Gelişim Tower to chat, or studied together in the library, helping each other with our courses and assignments.

One of the greatest advantages of our university has been its student clubs. Whatever your interests, hobbies, or perspectives may be, you can always find a club and like-minded people who share them.

Although it is not directly related to my major, one of the compulsory courses I took, Introduction to Sociology, created an inspiring environment where my classmates and I could discuss society and exchange ideas. Listening to different opinions and perspectives broadened my horizons and helped me gain a deeper understanding of topics I had never considered before.

Now that my first year has come to an end, I can honestly say that every moment I spent at my university was meaningful and fulfilling. It has been a year I wish would never end. I am truly excited about the three years ahead of me and look forward to continuing to learn new ideas, develop myself, and make the most of my university experience every day.



Sude KARACAN

A Graduate Student from the Department of Business Administration (English)

I have just graduated from the English Business Administration Department at Istanbul Gelişim University, and I am excited to step into a new chapter of my life. After graduation, my first goal is to make a strong start to my career while continuing to develop myself personally. During this process, I aim to acquire new hobbies, regain the habit of reading books that I gradually lost over time, and discover a sport that suits me. I believe that personal development is one of the most important factors supporting professional success.

One of the issues I value most in line with my career goals is improving my English to a more professional level. After that, I plan to start learning a new foreign language. At the same time, I am continuing my research for my master's degree, making the necessary preparations, and seeking advice from experts in the field to create the right roadmap for myself.

Throughout my university education, the internships I completed and the events we organized as the Vice President of the Business Club played a significant role in developing my teamwork, organization, communication, and sense of responsibility. I believe these experiences prepared me for professional life and strengthened my professional perspective. For me, the post-graduation period represents new opportunities rather than uncertainty. During this stage, when I will begin my professional career, I want to make the most of every opportunity, learn more, gain new experiences, and continuously improve myself.

Thanks to the education I received, the experiences I gained, and the personal development I achieved throughout my university years, I am satisfied with the person I have become today. I welcome this new chapter of my life with great excitement, hope, and confidence, and I look forward to the valuable experiences that await me.





Kiarmin Delkhoun

A Student from the Department of International Trade and Finance

Hello Gelişim Family, I am Kiarmin Delkhoun, a third-year student in the International Trade and Finance Department at Istanbul Gelişim University. I am concurrently pursuing a double major (DMP) in Economics and Finance, and continuing my education in Management Information Systems (MIS) through distance learning at Anadolu University. While these may initially appear to be three distinct fields, they are fundamentally complementary disciplines that serve the same area of expertise.

My interest in international relations and politics dates back to my childhood. I was always curious about the background of decisions made between countries, seeking to understand the question: "Why do certain countries take particular actions?" As I delved deeper into this curiosity, I realized that behind most political decisions lies a strong economic motivation and an underlying calculation of interests. This awareness directed me toward economic concepts, market dynamics, and financial processes. Over time, I came to see that understanding these invisible connections between politics, economics, and finance is a key to accurately interpreting the world.

My primary motivation in pursuing a double major is not to acquire superficial knowledge from various fields, but to deepen my expertise within the domain of economics and finance. As Adam Smith emphasized in his discussions on specialization, developing depth in a particular field increases individual productivity and strengthens the value one creates. Therefore, rather than pursuing completely disconnected and unrelated fields, I chose to concentrate on complementary areas such as economics, finance, trade, and management information systems. As a double major student, I deliberately chose not to study in vastly different and distant disciplines; I find it more meaningful to go deep into one subject rather than knowing a little about everything.

Of course, pursuing a double major entails an opportunity cost. Instead of taking fewer courses and leading a more comfortable university life, I consciously chose to devote my time, energy, and part of my comfort to this program. During intensive periods, I have taken 4–5 exams in a single day; at times, I felt as though I was practically living on campus. However, the discipline, time management skills, and academic depth I gained in return have more than compensated for this cost.

From the day I started university, my goal has been to go beyond simply passing courses and to form a meaningful whole by connecting what I learn. I have sought to integrate the concepts I learned in international trade courses with economic theory, and the knowledge I gained in finance courses with data and technology. This holistic perspective has become one of the most important competencies I have developed through pursuing a double major.

The challenges I encountered in my academic journey taught me perseverance and structured study habits. Although the double major process is intensive and occasionally exhausting, it enabled me to recognize my own limits, take responsibility, and learn to sacrifice short-term comfort for long-term goals. Through my roles in student representation and the faculty quality commission, I have aimed to contribute not only to my own academic development but also to the advancement of my department and faculty. As a double major student, building bridges between different departments has allowed me to view problems more holistically and to bring together diverse perspectives when generating solutions. In conclusion, pursuing a double major is more than obtaining a second diploma for me; it is a conscious choice of specialization, a long-term investment, and a personal development journey. Rather than possessing minimal knowledge across many subjects, I aim to build solid expertise centered on economics and finance.

I sincerely thank all my professors and the academic and administrative staff of our faculty who have guided and supported me throughout this process. For me, education is not merely a piece of paper; it is a future built through conscious choices. I believe I have established this future on stronger foundations through my double major studies.

AN ACADEMIC AND CULTURAL PERSPECTIVE ON KOSOVO WITHIN THE SCOPE OF ERASMUS+ MOBILITY

Asst. Prof. Birol BAYSAK
The Department of Business Administration

Within the scope of Erasmus+ mobility, Kosovo stands out as a country of note—not only for its academic collaboration but also for its cultural, historical, and social richness. Universum International College, the host institution for this exchange, served as a key point of contact for gaining insight into Kosovo's higher education landscape and strengthening international academic partnerships. The institution's two distinct locations—one in Ferizaj and the other near Prishtina Mall—are particularly noteworthy for illustrating the regional reach of higher education in Kosovo and the country's developing educational infrastructure.



Kosovo is one of the significant countries of the Balkans, distinguished by its historical memory and cultural diversity. With its architecture bearing traces of the Ottoman era, its stone streets, bridges, and multicultural atmosphere, Prizren stands out as one of the country's most characteristic cities. Thanks to its historical fabric, Prizren offers visitors not only an aesthetic urban experience but also a reminder of the multi-layered cultural heritage of the Balkan region.



The Peja/İpek region is one of the key centers reflecting both the natural beauty and cultural heritage of Kosovo. The Patriarchate of Peć/Peja Monastery, located in the region, is a heritage site distinguished by its historical and religious significance. Furthermore, the natural attractions surrounding Peja—particularly the waterfalls and mountainous areas—demonstrate that Kosovo possesses strong potential for nature tourism alongside its cultural richness.

In this context, Erasmus+ mobility is not merely a program facilitating the exchange of knowledge and experience between academic institutions; it is also a multidimensional learning experience that offers the opportunity to discover diverse societies, cities, and sites of historical memory. The example of Kosovo demonstrates that the internationalization of higher education extends beyond the classroom, becoming more meaningful through intercultural understanding, historical awareness, and human connections.



Malay: A Traditional Culinary Heritage of Zonguldak

Res. Asst. Melih YILDIZ
The Department of Business Administration

Malay is one of the most distinctive traditional dishes of the Western Black Sea region and occupies a significant place among the culinary traditions that have preserved Zonguldak's cultural heritage. Its origins date back to the period when maize became widely cultivated in Anatolia, after which the dish emerged as a staple of rural life. Thanks to the accessibility of cornmeal, its nutritional value, and its ability to provide long-lasting satiety, Malay became a common meal for farming families and coal miners alike. Over time, it evolved into one of the symbolic dishes of Zonguldak's culinary culture. The region's geography, agricultural practices, and economic structure have all played an important role in preserving Malay as a traditional dish passed down from generation to generation.

Although Malay is prepared using simple ingredients, the local products served with it give the dish its distinctive character. A thick mixture of water, salt, and cornmeal is cooked until it reaches the desired consistency and is then spooned onto serving plates. It is traditionally topped with melted butter, crushed walnuts, keş (dried curd cheese), clotted cream, or, depending on personal preference, molasses or granulated sugar. In the past, walnuts were abundant in Zonguldak, and the crushed walnut residue remaining after walnut oil extraction—locally known as tafta—was sprinkled over Malay. This practice reflects not only the dish's nutritional value but also the region's production culture and its long-standing tradition of minimizing food waste.

Today, Malay represents far more than a traditional local dish; it has become an important symbol of Zonguldak's gastronomic identity. In recognition of its cultural significance, Zonguldak Malay Yemeği (Zonguldak Malay Dish) was registered as a Protected Geographical Indication (PGI) by the Turkish Patent and Trademark Office on 7 August 2023, following an application submitted by the Zonguldak Chamber of Commerce and Industry. This registration formally protects the dish's traditional production method and contributes to safeguarding the region's culinary heritage for future generations. Today, Malay continues to be prepared in households across Zonguldak while also serving as one of the region's signature gastronomic attractions.

ABOUT ACADEMIC LIFE

PUBLICATIONS

Assoc. Prof. Emrah Doğan's article titled "The impact of agricultural supports on economic growth in OECD countries: A dynamic panel analysis from the perspective of the national economy model" was published in Countries Studies.

Assoc. Prof. Ayşe Meriç Yazıcı's article titled "Climate actions toward achieving environment and climate goals in Brazil: Insight from trilemma policies of climate financing, innovation, and transition" was published in Energy and Environment.

Assoc. Prof. Ayşe Meriç Yazıcı's article titled "Digital Transformation as a Catalyst or Constraint? Unpacking SDG Progress in the Next-11 Economies" was published in Sustainable Development.

Assoc. Prof. Ayşe Meriç Yazıcı's book chapter titled "The Role of Digital Competencies of Women Entrepreneurs in Sustainability" was published in The Transformation in Women Entrepreneurship in the Digital Era (book).

Assoc. Prof. Festus Victor Bekun's article titled "Examination into the Mediating Role of Optimism on the Relationships between Work-life Balance, Job Embeddedness and Turnover Intention: Evidence from Central African Context of Cameroon" was published in International Review of Management and Marketing.

Assoc. Prof. Festus Victor Bekun's article titled "Advancing SDG 7 and SDG 13: Institutional Pathways to Energy Sustainability and Security Under Global Crises in the G7 Economies" was published in Sustainable Development.

Assoc. Prof. Yelda Ülker's book chapter titled "The Power of Digital Recreation: The Rise of Gaming, Virtual Reality and Mobile Advertising" was published in Gamified Approaches to Advertising and Marketing Communication (book).

Asst. Prof. Onur Çelik's article titled "Reconsidering the Stolper-Samuelson Theorem: Empirical Evidence from Developing Countries" was published in Ekonomika.

Asst. Prof. Nurhan Naz's article titled "Psychosocial Processes Following Child Loss: Grief, Social Support, and Depression in Mothers" was published in International Journal of Psychological Research.

Asst. Prof. Nurhan Naz's article titled "From childhood to the self: how perceived parental attitudes and traumas shape ego functions through divine authority relationships" was published in Universitas Psychologica.

Asst. Prof. Mehdi Safaei's article titled "Evaluation of sustainable distribution network design decisions for essential medical products in Turkey" was published in Frontiers in Sustainability.

Asst. Prof. Iryna Skavronska's book chapter titled "Blockchain in the Creative Industries: Opportunities and Benefits for Creators and Artists" was published in Sustainable Finance (book).

Res. Asst. Dr. Kartal Doğukan Çıki's article titled "Wasn't it all inclusive? A qualitative study of hotel customers' stealing behaviors in all inclusive" was published in Consumer Behavior in Tourism and Hospitality.

Res. Asst. Dr. Kartal Doğukan Çıki's article titled "The Role of User Satisfaction in Mediating the Effectiveness of Online Travel Platform Content on Tourists' Behavioral Intentions" was published in International Journal of Tourism Research.

Res. Asst. Dr. Kartal Doğukan Çıki's book chapter titled "Global Trends in Dental Tourism and Shaping an Optimal Dental Treatment Journey" was published in Next-Generation Treatment Methods and Destinations in Dental Health Tourism (book).

STAFF AGENDA



STAFF DEPARTEES

Prof. Dr. Hüseyin DİKME has left the Department of Advertising.

Assist. Prof. Yağız KARATAŞOĞLU has left the Department of Psychology.

Assist. Prof. Hayriye Asena DEMİRER has left the Department of Political Science and International Relations.

Assist. Prof. Nurhan TOĞUÇ has left the Department of International Trade and Finance (English).

Assist. Prof. Sezer AYAZ has left the Department of International Trade and Business Administration (English).

Assist. Prof. Özlem ÇETİN ÖZTÜRK has left the Department of New Media and Communication.



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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)

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

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4. After creating an account, you can see job postings from the jobs section on the top and apply for open positions.

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