

BSBI Gazette

Editor: Professor Dr Kyriakos Kouveliotis / Associate Editor: Dr Farshad Badie

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Editorial



Professor Dr Kyriakos Kouveliotis

Provost & Chief Academic Officer,
Berlin School of Business and Innovation

For this week's Editorial, I would like to share an inspirational poem related to Christmas by the poet, Martha Snell Nicholson.

"Christmas Meditation"

Suppose that Christ had not been born
That far-away Judean morn.

Suppose that God, whose mighty hand
Created worlds, had never planned
A way for man to be redeemed.

Suppose the wise men only dreamed
That guiding star whose light still glows
Down through the centuries. Suppose
Christ never walked here in men's sight,
Our blessed Way, and Truth, and Light.

Suppose He counted all the cost,
And never cared that we were lost,
And never died for you and me,
Nor shed His blood on Calvary
Upon a shameful cross. Suppose
That having died, He never rose,
And there was none with power to save
Our souls from death beyond the grave!

As far as piteous heathen know,
These things that I've "supposed" -
are so!

Photo of the Week



Inspirational Quotes

Be a first-rate version of yourself, not
a second-rate version of someone
else.

— **Judy Garland**

The best way to predict the future is
to invent it.

— **Alan Kay**

The road to success and the road to
failure are almost exactly the same.

— **Colin R. Davis**

The person who says it cannot be
done should not interrupt the person
who is doing it.

— **Chinese Proverb**



There are two ways of
spreading light: to be
the candle or the
mirror that reflects it.

— **Edith Wharton**

Article of the Week

United Nations
(Transforming Education Summit)

Assuring and Improving Quality Public Digital Learning for All

We must harness the power of the digital revolution to ensure quality education is provided as a public good and a human right, with a particular focus on the most marginalised. This has been affirmed by the Secretary General's [Our Common Agenda](#), the United Nations Secretary-General's [Roadmap for Digital Cooperation](#), the [Sustainable Development Agenda](#), the [Transforming Education Summit process](#), the [Global Rewired Declaration on Connectivity for Education](#), and the [International Commission on the Futures of Education](#).

We must marshal the strengths of digital technology to advance our national and international aspirations for education and lifelong learning. Such action will help catalyse beneficial transformations to various aspects of education, including pedagogy, curriculum, assessment, social caring and the organisation of learning, both in and outside of formal educational institutions. It will further help improve student learning outcomes, thereby better ensuring that all those who access education, whether children, youth or adults, acquire foundational literacy skills, develop knowledge and competencies relevant to their lives and livelihoods and contribute to more sustainable futures.

We must use three keys to unlock the power of digital teaching and learning, making it more universally accessible and a more reliable pillar of holistic educational experiences:

Key #1 Content. High-quality, curriculum-relevant digital teaching and learning content must be made available to all students, learners, teachers and caregivers through digital learning platforms. Digital learning platforms with high-quality content can transform learning for children, youth and adults. The experience of the COVID-19 educational disruption revealed that large numbers of learners do not know where to go or have nowhere to go to access digital education resources to pursue their studies, needs and interests. In many instances, content that does

exist has not been quality assured, is inaccessible on mobile phones, is poorly organised or resides behind paywalls or in virtual spaces that inappropriately capture and sell student data and expose learners to advertising. A recent review of over 150 ed-tech products found that close to 90% were engaged in data practices that risked or infringed on children's rights. Too many countries still have no publicly sanctioned platforms and content for digital learning.

Key #2 Capacity. Capacity to use digital technology to improve learning must be strengthened to ensure teachers, learners and other education stakeholders have the skills and knowledge needed to leverage digital tools for learning using evidence-based approaches. Capacity development is needed to enable evidence-based approaches to effective digital learning which will provide benefits well beyond academic outcomes. Across the world, a lack of digital skills ranks among the most commonly cited barriers to using the internet for education and other purposes, often eclipsing even barriers of cost. One in three people lack even the most basic digital skills, and even for those who have digital skills, very little training is available to teachers to enhance their pedagogical practices for using technology effectively. Moreover, gender gaps in digital skills remain unacceptably high. Women and girls are 25% less likely than men to know how to leverage digital technology for basic purposes.

Key #3 Connectivity. Digital connectivity helps ensure that all schools and individuals can benefit from the educational advantages that come with good quality internet connections. Connectivity provides a vital pathway to digital learning. Globally however, 2.9 billion people are still offline, 90% of whom live in developing countries. In addition, there are significant differences in internet affordability worldwide such that the poorest people often have the most expensive mobile data fees. Due largely to access and cost differentials, people in wealthy countries use, on average, 35 times more digital data than people in poorer countries. This inequity in access to connectivity narrows opportunities for far too many young people and adults to learn and fulfil their potential.

We will establish national strategies and budgets with short, medium and long-term targets, to advance progress across all three keys, in order to unlock the power of digital learning. These strategies will actualise the following commitments:

Content

- We commit to establishing and iteratively improving public digital learning platforms with high-quality, curriculum-aligned education resources, ensuring they are free, open and accessible for all, in line with UNESCO's Recommendation on Open Educational Resources, while also protecting the privacy, safety and data security of users. We will work to advance progress towards this commitment through the 'Gateways to Public Digital Learning' multi-partner initiative launched at the Transforming Education Summit.
- We commit to ensuring these platforms empower teachers, learners, and families, support accessibility and sharing of content, and meet the diverse needs of users, including learners with disabilities, speakers of minority languages, girls and women as well as refugees and people on the move.

Capacity

- We commit to achieving universal digital literacy for education and other empowering purposes with a special focus on women and girls in order to close longstanding digital skills gender divides.
- We commit to building the capacity of all teachers and relevant education personnel so they can harness the power of digital resources to support their students to learn, leveraging existing tools and alliances including the UNESCO ICT Competency Framework for Teachers and the Global Education Coalition.

Connectivity

- We commit to connecting every school to the internet, and to facilitating the extension of internet services to households and individuals in order to provide additional avenues to education and lifelong learning.
- We commit to adopting a whole-of-government approach and leveraging existing initiatives, such as Giga (UNICEF and ITU), to implement the policies, regulations, technologies and financing required to ensure that school connectivity is safe, sustainable and equitable.

Underlying all of these commitments is our resolve to prioritise marginalised learners, teachers and families. Too often, connectivity and technology benefit privileged learners and educators first or exclusively. This mirrors and often widens educational inequity, creating further disadvantages for refugees, learners with disabilities, girls and women, remote communities and other marginalised learners. To ensure that digital learning helps close educational divides, we will work to recalibrate our policies, actions and investments to centre those most in need of opportunities.

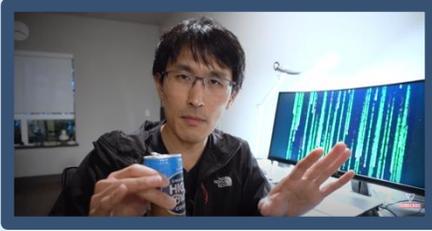
Source: [URL](#)

Websites of the Week

- 🕒 [Business Process Reengineering](#)
- 🕒 [What is Process Mining?](#)
- 🕒 [Towards Strategic Marketing Plan](#)
- 🕒 [Efficiency or Effectiveness?](#)
- 🕒 [What is Strategic Leadership?](#)

Books of the Week

Videos of the Week



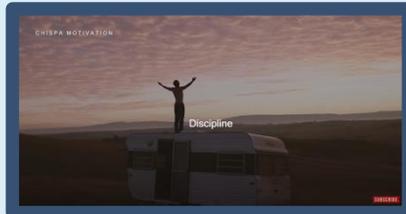
7 Habits of Highly Effective Programmers



How to Create a Knowledge Sharing Culture



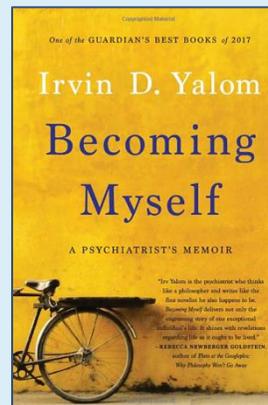
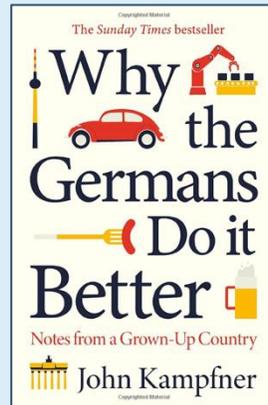
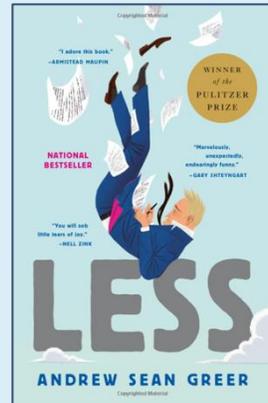
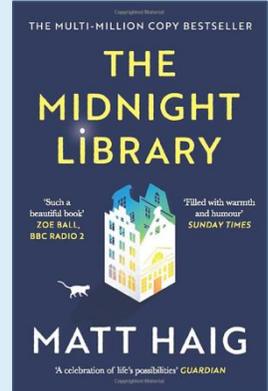
The Power of Silence



Discipline Yourself



The Laws of Human Nature



BERLIN SCHOOL OF BUSINESS & INNOVATION

Week in Review

All you need to know about everything that matters



Dr Niloufar Aminpour
Lecturer

Areas of expertise:

Gender Studies, 20th Century American
Drama, Literary Criticism

LANGUAGE / MIND / PSYCHOLOGY

The Latin word 'Ego' means 'I' in English and Sigmund Freud theorises it in relation to two other parts of the mind, i.e., Id and Superego. The Id is the instinctive part of the mind that is the location of hidden memories and desires. Superego is the opposite and is the source of morality. To mediate between these two parts, the function of Ego becomes apparent because it should create a balance between uncontrollable Id and deeply controlled Ego. Ego always behaves in a way that we prove ourselves and everybody accepts us. The self-esteem that is the result of its function and its superiority over Id, makes us individuals with confidence, but sometimes when it exceeds, the overconfidence brings us into trouble. The Ego bias is the trap that individuals should be aware of, although, as Crosby said: "People who are overconfident are often happier and more likely to be successful businesspeople and politicians. And [a strong] ego can buffer us against setbacks, disappointment and loss."

The bias makes self-confident identities, as individuals who completely trust the pieces of information they have previously received and they do not investigate more. For instance, in the case of shopping or investing, they believe that companies are trustworthy, and they lose their interest to look for other probabilities. As it is near Christmas, it can be suggested not to let the Ego be the dominant part of our mind and not to lose money, it is suggested to have control over it because its dominance will benefit the market and the true loser will be our pockets.

Source: CNN December 2022



Dimitrios Avgerinos
Lecturer

Areas of expertise:

Mathematics, Systems Biology,
Environmental Engineering

ANCIENT CIVILIZATION / FICTIONS

The Two Kings and the Two Labyrinths. It is said by men worthy of belief (though Allah's knowledge is greater) that in the first days there was a king of the isles of Babylonia who called together his architects and his priests and made them build him a labyrinth so confused and so subtle that the most prudent men would not venture to enter it, and those who did, would lose their way. Most unseemly was the edifice that resulted, for it is the prerogative of God, not man, to strike confusion and inspire wonder. In time there came to the court a king of Arabs, and the king of Babylonia (to mock the simplicity of his guest) made him enter the labyrinth, where the king of Arabs wandered, humiliated and confused, until the coming of the evening, when he implored God's aid and found the door. His lips offered no complaint, though he said to the king of Babylonia that in his land he had another labyrinth, and Allah willing, he would see that someday the king of Babylonia made its acquaintance. Then he returned to Arabia with his captains and his wardens, and he wreaked such havoc upon the kingdoms of Babylonia, and with such great blessing by fortune, that he brought down his castles, crushed his people and took the king of Babylonia himself captive. He tied him atop a swift-footed camel and led him into the desert. Three days they rode, and then he said to him: "O king of time and substance and cipher of the century! In Babylonia didst thou attempt to make me lose my way in a labyrinth of brass with many stairways, doors, and walls; now the Powerful One has seen fit to allow me to show thee mine, which has no stairways to climb, nor walls to impede thy passage." Then, he untied the bonds of the king of Babylonia and

abandoned him in the middle of the desert, where he died of hunger and thirst. Glory to him who does not die.

From *Collected Fictions* by Jorge Luis Borges, translated by Andrew Hurley, Penguin Books, 1998, p. 263-264.



Dr Kamyar Esmaili Nasrabadi
Lecturer

Areas of expertise:

Human Resource Management, Business
Management, Tourism, Customs

LEADERSHIP

The augmented leader is the last trend that we will discuss in this series of trends. Last but not least. It can be said that the most important role in promoting organisational commitment is played by managers with the role of the leader, and the way of leading the work group is something that is very sensitive and special at the moment. Workplaces that are dynamic need dynamic leaders. We can learn from the pandemic that leadership now occupies a post-legacy management space. We now require enhanced leaders.

By augmentation, we mean leaders who are able to give management staff within an organisation the autonomy and trust to cut through bureaucratic red tape and think outside of the box when it comes to traditional staff management policies in order to support their employees in the present and produce real results. These leaders should instil in their managers and employees a reactive workplace support culture that emphasises how teams and larger departments pivot in the case of a team member's illness, a resignation or a rise in employee disengagement. This also includes reactive hiring attitudes, such as how to create

flexible, individualised onboarding techniques or suitable training programmes.

The contemporary leader must also put employee wellbeing at the forefront of workforce management, especially through fostering cultures of clear corporate purpose for current and future employees and treating remote work with flexibility and empathy.

Finally, leaders must keep in mind the importance of meaning in order to triumph over the long-lasting impacts of the Great Resignation.

Many millions of employees felt that their pre-pandemic jobs lacked true purpose, and they took advantage of a moment that would define their generation to redefine what purpose meant to them. The contemporary company leader understands this, empathises with it and takes advantage of it to effectively convey what it means to work for them.

There is an article about leadership: [Leadership Approach for Post-Covid Recovery: A Systematic Literature Review](#) Written by S. Porkodi



Prof. Dr Ahmad Farhat
Lecturer

Areas of expertise:

NGOs and Non-Profit Management,
Organisational Behaviour and Psychology,
Coaching, Training and Development

PSYCHOLOGY / SOCIAL SCIENCE

Two Social Psychologists won the 2023 Grawemeyer Award for the Dunning-Kruger effect! The Dunning-Kruger effect is a cognitive bias in which unskilled individuals overestimate their skills, and experts underestimate their skills. It is also known as the 'illusion of skill.' It was named after two American psychologists, David Dunning and Justin Kruger. They were the first to discuss this cognitive bias in a paper published in 1999 in the journal *Perspectives on Psychological Science*. According to the study's authors, the Dunning-Kruger effect can explain why people struggle with complex tasks involving problem-solving, such as algebra or computer programming. It can also explain why people fail to recognise their own mistakes. The authors studied college students studying for a standardised maths test they felt they had mastered. However, they found that many of these students performed poorly in the exam.

They concluded that this is because students who feel they are good at something lack the knowledge and skills required to do it well. This explains why even people who are very good at doing something, such as solving a maths problem, are often unaware of their shortcomings.

The phenomenon of the Dunning-Kruger effect has been studied extensively by a number of researchers over the years. They have examined the relationship between confidence and performance in a number of different domains, including sports, education and the workplace. These studies have found that people tend to overrate their performance in a particular area if they are confident that they are good at it. For example, highly skilled athletes are very confident that they perform well at their sport. In reality, they probably do not put in as much effort as they should to improve their performance. Likewise, people confident in their mathematical abilities will often perform well at school exams even though they probably need help understanding the underlying concepts.

Source: [Link](#)



Dr Anastasios Fountis
Head of Undergraduate Studies

Areas of expertise:

Business, Cybernetics, STEM

MEGATRENDS

Megatrends have been altering our way of life for decades or even for centuries. They are strong, transforming forces that have the potential to reshape the global economy, business and society (e.g., the Internet, automobiles and electricity). Finding the possibility of change is a crucial factor in the choice of investments and lifestyles. Megatrends are structural changes with long-term and permanent effects on the environment. Real insights can be gained from understanding megatrends even through everyday processes. Megatrends consequently have an impact on our choices, including the companies, markets and nations we choose to invest in as well as how we look for possibilities for new scenarios and eventual developments in the future.

Megatrends are trends that affect the entire world. Global risks and some of the present megatrends are the same. At least seven megatrends have been identified by BlackRock, PricewaterhouseCoopers and Ernst & Young.

1. Technological advancement, particularly in the internet sector
2. Social and demographic changes
3. Rapid urbanisation worldwide
4. Depletion of resources and climate change
5. Development of emerging markets
6. Deepfakes' effect
7. Synthetic biology and microbiomes

[Link 1](#), [Link 2](#), [Link 3](#)



Mostafa Gaballa
Lecturer

Areas of expertise:

Tourism, Hospitality, Travel

TOURISM

The pandemic hit tourism harder than perhaps any other sector. In Europe, global tourism's biggest region since records began, travel was brought to a near-complete standstill. Now, as the sector's restart has begun, there is every sign that it will continue to consolidate its status as the world's tourism leader. Indeed, according to the latest UNWTO data, international arrivals were up by 126% over the first nine months of 2022 when compared to the previous year and reached 81% of pre-pandemic levels. Moreover, of the estimated 700 million international arrivals recorded worldwide for that period, some 477 million were welcomed by European destinations, around 68% of the global total.

Digging deeper into the data, we see that Europe's tourism rebound is being driven by strong demand for regional or intra-regional travel. Research has found that, because of the pandemic, European travellers prefer to holiday closer to home, and heightened levels of insecurity coupled with economic uncertainty are only likely to reinforce this preference. At the same time, we have seen a post-pandemic shift in consumer behaviour towards more eco-friendly or sustainable tourism experiences. For more information visit this [link](#).

The restart of tourism, therefore, presents us with a unique moment to seize opportunity from crisis. In Europe, as in every global region, now is the time to capitalise on such shifts in behaviour and direct our sector on a different path, one that leads to a more sustainable and resilient future.

UNWTO, the European Commission, governments and employers need to work together to make tourism an attractive sector to work in. And together, tourism and transport can deliver a better future for Europe.



Dr Konstantinos Kiousis
Lecturer

Areas of expertise:

Human Resource Management, Leadership, Counselling & Career Guidance, Modern Educational Approaches

SPORT FINANCE

The 2022 World Cup in Qatar is the most expensive World Cup in history as the world witnesses the end result of one of the largest capital campaigns. FIFA World Cup revenue went up by more than one billion dollars after taking the tournament to Qatar. Qatar’s minister of finance announced in 2017 that the country was spending \$500 million per week on infrastructure projects including roads, hotels, stadiums and airport upgrades to prepare the small Middle Eastern nation to host the world’s largest sporting event. Qatar is estimated to have spent as much as \$220 billion in the dozen years since being chosen as a World Cup host in late 2010, more than 15 times what Russia spent for the 2018 event, making it, by far, the most expensive World Cup in history. In addition, the country has come under intense scrutiny for the hundreds, potentially even thousands of workers, many of whom from other countries, who died while working under intense conditions for minimal pay to keep the massive projects on track.

With television rights deals agreed a decade ago, one can understand much of the uplift has been created by a recent increase in sponsorship and there has also been a reduction in costs because of the compact nature of the tournament. Sponsorship has been boosted by a series of lucrative deals with Qatari companies, including the announcement in March of the state-owned oil and gas company QatarEnergy as tournament partner. QatarEnergy joined the state-owned Qatar Airways on the top tier of sponsors, and the telecoms company Ooredoo – which is 68% owned by the state – was named in the same month as the ‘official global connectivity services provider’. The Qatari National Bank group – jointly owned by the state and the Qatari public – is the ‘official Middle East and Africa supporter’ and ‘official Qatari Bank’ of the tournament.

The most important economic figures of the World Cup, may be seen in [Link1](#), [Link2](#) and [Link3](#)



Azadeh OveisGharani
Lecturer

Areas of expertise:

Circular Economy, Regenerative Business, Sustainable Leadership, Business & Human Rights

CLIMATE DISASTER / ENERGY

How to avoid climate disaster? The human species has discharged over 1.6 trillion tonnes of carbon dioxide into the atmosphere and oceans since the dawn of the Industrial Revolution, which is almost doubling atmospheric carbon dioxide concentrations in the process (from 200 ppm to over 400 ppm).

It is no surprise that those countries which have historically contributed the most to atmospheric carbon dioxide pollution are those which currently benefit from the highest economical standards. Our world is precisely shaped on coal, oil and gas. Despite that, the headlines include widespread flooding, famine and pestilence, forced mass migration, economic collapse and regional conflict. Essentially an ongoing disaster of biblical proportions.

If we are going to avoid and mitigate the destructive effects of anthropological climate change, then we must go from 51 billion tons of greenhouse-gas emissions to zero, we need to change the way we make just about everything in the next 10-30 years.

This is the greatest opportunity for innovation in human history.

We need to innovate not only in the technologies, but in how the public and private sector come together to build this scale. We are obliged to bring together philanthropists, governments and leading companies to make daring investments in technologies with great promise but with a long road to commercial success. These investments will not just assist reduce emissions, they will also create new job opportunities for decades to come. To create a framework for the funding partners we need to bring the impact of their contributions under four technologies we are focusing on: (1) Green hydrogen where we split water molecules and we use the hydrogen for power. (2) A long-duration energy storage. To use intermittent sources like solar, even when the sun is not shining. (3) Sustainable aviation fuel where we take biological inputs including municipal waste, to convert into replacement jet fuel. (4) Direct Air Capture where the carbon is taken out of air and stored away where it will no longer cause heating.

This program is designed by Bill Gates to advance the journey of innovation for the technologies, which we need to avoid climate disaster. It merely requires acting courageously together.

Sources: [Link1](#), [Link2](#), [Link3](#)



Dr Elif Vozar
Lecturer

Areas of expertise:

Tourism Management, Sustainable Tourism, Socio-cognitive Mindfulness Theory

TOURISM MANAGEMENT

A new interesting publication about wine tourism, **The Routledge Handbook of Wine Tourism** was published just a few weeks ago. Both e-book and hardback formats are available. The book was endorsed by well-known professors from different universities such as Professor Donald Getz, who is an important name especially for event tourism. Here is one useful quotation about the book:

"This handbook provides a wide-ranging, multidisciplinary examination of wine tourism. Chapters draw from both established and emerging scholars in the field and span traditional wine tourism destinations and relative newcomers around the world. Topics engage with diverse perspectives and exciting new directions in wine tourism research, from studies of underrepresented winery visitors to the wine tourism developments in the post-COVID-19 environment. This state-of-the-art volume provides essential reading for scholars and students interested in this dynamic area of tourism."

Publisher Web link: [Here](#)

