

BSBI Gazette

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Editorial



Professor Dr Kyriakos Kouveliotis

Provost & Chief Academic Officer,
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A great poem to share for this weeks's editorial. It is called "Dreams" by Langston Hughes.

Hold fast to dreams

For if dreams die

Life is a broken-winged bird

That cannot fly.

Hold fast to dreams

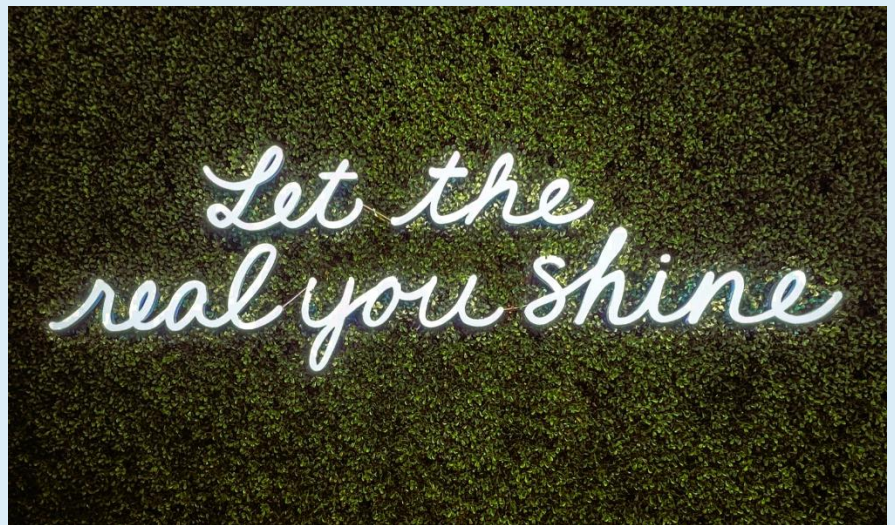
For when dreams go

Life is a barren field

Frozen with snow.



Photo of the Week



Inspirational Quotes

To live is the rarest thing in the world. Most people exist, that is all.
— **Oscar Wilde**

Learning never exhausts the mind.
— **Leonardo da Vinci**

Wisdom Comes not from age, but from education and learning.
— **Anton Chekhov**

'Google' is not a synonym for 'research'.
— **Dan Brown**



Coming together
is a beginning.
Keeping together
is progress.
Working together
is success.

— **Henry Ford**

Article of the Week



Dr Nguyen Manh Cuong
Lecturer

Areas of expertise:
Business Administration,
Economics, Diplomacy

International Political Economy: China's rising sharp power and diplomacy

Following the Cold War, China has become extremely powerful over the past 20 years. There is a likelihood that China could become a global power in the world and this does not sit well with the United States, a country that is not fond of peer competitors. A new geopolitical context is characterized by a peaceful emergence of China and predicting U.S.-China conflict (Mearsheimer, 2020). As argued by Huntington (1996, 2002), China and Chinese civilization culturally assert itself relative to the West due to its rapid economic growth. China aims to ensure its regional hegemony, and other countries in the region 'bandwagon' with China, given their connected history of hierarchical command structures of the Confucianism in the Chinese civilization, as opposed to liberal democracy in the West.

For Sun Tzu, the military strategist of China, victory is not simply the triumph of armed forces, but the achievement of the

ultimate political objectives without the military clash. Instead, it is undermining an enemy's morale or maneuvering them into an unfavourable position from which escape is impossible, (Kissinger, H. 2011). China's diplomacy strategies aim to consolidate the global leadership of China, in competition with USA.

There are three features of China's diplomacy model as follows. First, China chooses the competitive cultural diplomacy strategies to compete with USA and the West. Second, China's communist party use the ideological cultural diplomacy to consolidate trust among China and liked-minded countries like Vietnam, Cuba, North Korea, and socialist parties across the world. Third, the cultural diplomacy of China helps to ensure China's global leadership in the periphery-centre relationship between China and less developed countries especially African and Central Asian countries.

China's diplomacy uses sharp power measures to expand its influence beyond its borders, while using its diplomacy to ensure their legitimate interests in other countries (NED, 2017). The sharp power is considered as controlling the media and education system in other countries, to maintain the authoritarian system in countries like Vietnam, Laos, Cambodia and Cuba, North Korea as supported by China through policy and academic exchanges of the top leaders and advisers. Further, China uses debt trap diplomacy to create the political dependency where the receiving countries are politically and culturally dependent on China, causing a decrease in the effectiveness and democratic-quality of the government (Tatar, 2013).

Nye J. (2008) defines hard power and soft power, where hard power is based on coercion, and is largely the function of a country's military or economic might through threat or payment. In contrast, soft

power is reflected by the attraction, arising from the positive appeal of a country's culture, political ideals, and policies—as well as from a vibrant, independent civil society. Smart power is the careful coordination of both hard power and soft power to obtain political objectives against a target country based on trust building, alliances, partnerships, and institutions of all levels to expand one's influence and establish legitimacy of one's action. In the case of China's diplomacy, sharp power is not to build up the trust relations among nations, but dominant roles of China in the world.

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Websites of the Week

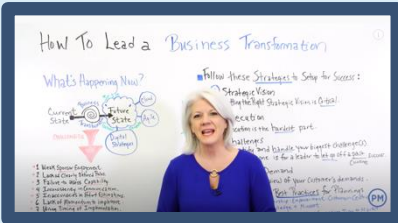
- 🕒 [On Computational Social Science](#)
- 🕒 [What Is Research Methodology?](#)
- 🕒 [Definitions of Communication](#)
- 🕒 [Era of Mass Production](#)
- 🕒 [What is OR?](#)

Books of the Week

Videos of the Week



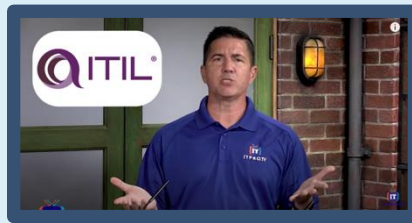
What is Knowledge Management?



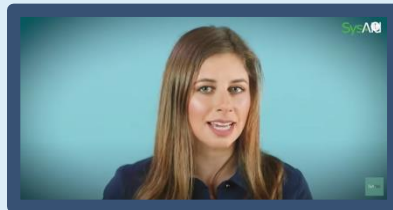
How to Lead a Business Transformation?



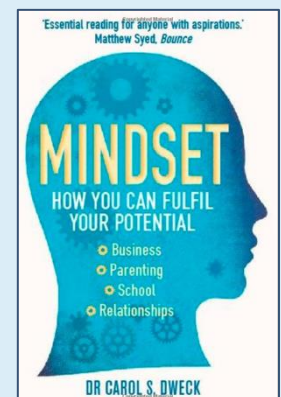
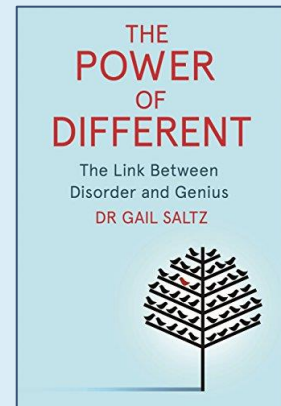
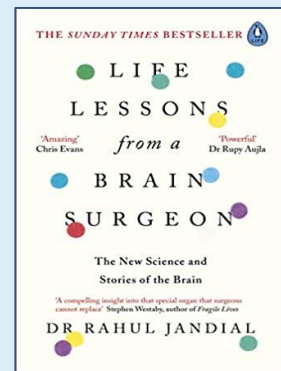
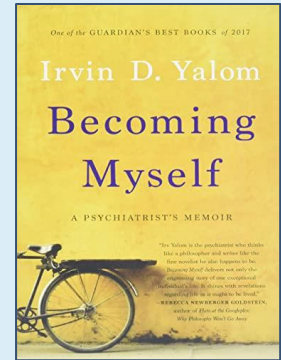
Digital Transformation Strategy



What exactly is ITIL?



What is ITSM?



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 / COMMUNICATION

Coumboscuro: The Italian village that doesn't speak Italian (1). Everybody starts his or her life receiving words in the mother tongue even without thinking about it. The important issue about language learning is that no individual understands the procedure that should be done to learn a new language. First, the person receives a great amount of the words and sentences in the language s/he does not know. The second step is that the unknown and strange words should be decoded and deciphered by the person. There is an analogy between language learning and radio message transmission; i.e., there must be a sender, a receiver, and a message. The message that is going to be interpreted is equal to words in the new language. The sender of radio waves is the speaker in the original language and the receiver is the person to whom new words are delivered. If any part of this trio is missing, the understanding of the language will be impossible. The keys that help to decode the new language can be translation to the mother tongue or the language the individual already knows. But as the mother tongue is the first language everybody learns, this rule is not applicable to it, because there is no original language which can help to understand the new language through translation. The procedure of language learning in children is very complicated and of course they develop their language knowledge gradually and at the age of thirteen months; for example, the child produces only ten words. The 'development' or 'acquisition' of speech in children – so called because it can seem more like an organic rather than a willed process – is all the more remarkable given just how complicated language is (David Shariatmadari, 13 January, 2020 BBC Science [Page 4](#))

Focus Magazine). Another interesting reality is that no geographical border can define language learning and the mother tongue obeys feelings and inner cultural basis that is dominant in every region. A very good example is the Italian village in which nobody speaks in the Italian language. The official language of Coumboscuro is Provençal, an ancient medieval neo-Latin dialect of Occitan, the language spoken across the Occitania region of France.

SOURCE: (1) CNN 4th January 2022



Flavio Andrew Santos
Lecturer

Areas of expertise:

Behavioral Economics in Tourism, Behavioral Pricing, Decision Making, Revenue Management

TOURISM

Online Seminar: "Accessibility and Inclusive Tourism in the Wake of the COVID-19 Pandemic". It will take place on 18 October 2022 from 16:00 – 18:00 CEST (UTC+2). The seminar is organized on behalf of the Faculty of Economics and Business and the NOUTUR research group at the Universitat Oberta de Catalunya, Spain, and is sponsored by the International Geographical Union Tourism Commission (IGU). This hybrid seminar brings together scholars and professionals in the field of accessible and inclusive tourism. Presenters will talk about their research and professional involvement in this field. After the presentations, the seminar will reflect on the impact of the COVID-19 pandemic on both the practice and understanding of accessible and inclusive tourism.

The seminar addresses a wide variety of questions: How do people with disabilities experience the rapid digitalization of transportation systems? What challenges lie ahead for companies to make nature-based tourism truly accessible for all? What approaches are needed to create inclusive tourism infrastructure that allows for accessible tourism beyond mainstream

tourism trails?

Details on the programme, abstracts, speakers and registration can be found below and on [this website](#).



Dr Kamyar Esmaeili Nasrabadi
Lecturer

Areas of expertise:

Human Resource Management, Business Management, Tourism, Customs

HUMAN RESOURCE MANAGEMENT

In the previous issue of the BSBI Gazette, I introduced a book on HR trends of 2023. As it was said, focusing and paying attention to these trends can be the key factor for an organization's success. In this issue and the following issues, we will continue to review the important trends of HRM. The term 'human resource' was first used by leading economist John R. Commons in 1984 in his book "The Distribution of Wealth". Of course, this term was mentioned earlier and generally referred to the relationship between the worker and the employer. The popularity of the use of the term 'human resources' has gone hand in hand with the transformation of the term labour force into human resources. With this has come a change of perspective towards human beings and theories of human resources management. The important point to be reviewed in all the trends is this: considering humans as the organization's most valuable resource.

Contrary to what human resources faced in the past, in today's advanced world and in developed countries of the world, all global companies focus on retaining the talent and awareness of human resources. In fact, all companies try to reduce employee turnover and improve their awareness. In the next issue of the BSBI Gazette, we will review another point of the human resources management process and we will try to review the important trends together.

The Distribution of Wealth. John R. Commons, E-book link: [HERE](#).



Dr Anastasios Fountis
Head of Undergraduate Studies

Areas of expertise:
Business, Cybernetics, STEM

SYSTEMS THEORY / SYSTEMS THINKING

Systems theory is the interdisciplinary study of systems, which are cohesive collections of interconnected, dependent components that may be created by humans or by natural processes. Every system has causal limits, is affected by its environment, is characterized by its structure, function, and role, and expresses itself through relationships with other systems. By displaying synergy or emergent behaviour, a system is "greater than the sum of its parts". A system's components can interact with one another and/or the entire system if one is changed. These alterations in behaviour patterns might be foreseen. The growth and level of adaptation for systems that learn and adapt depend on how well the system interacts with its environment and other circumstances influencing its organization. Other systems are maintained by some systems in order to keep them from failing.

By considering the world's complexity in terms of links and wholes rather than breaking it down into its component components, systems thinking helps us make sense of how complicated the world is. It has been applied as a method for investigating and producing efficient action in challenging situations. Systems theory is influenced by and expanded by systems thinking.

Cybernetics is the study of how living and non-living systems (such as machines, organizations, and animals) interact and control regulatory feedback. Its main concern is how anything, whether digital, mechanical, or biological, manages its behaviour, processes information, responds to information, and alters or is capable of altering to better perform those three key functions. Cybernetics and systems theory are frequently used interchangeably. Some authors refer to the class of general systems, namely those systems that have feedback loops, as cybernetic systems. However, universal systems are a legitimate subset of cybernetics due to Gordon Pask's distinctions of eternal interacting actor loops (that yield finite products). Cybernetics experts including W. Ross Ashby, Norbert Wiener, John von Neumann, and Heinz von Foerster have mathematically investigated complicated systems. In the late 1800s, the foundations of cybernetics were laid, which

eventually led to the publication of groundbreaking works (such as Wiener's Cybernetics in 1948 and Bertalanffy's General Systems Theory in 1968). GST developed more from biology than from engineering sectors. If anything, it seems that cybernetics had more of an impact even though the two likely had mutual influences. Bertalanffy made a point of precisely separating the categories when he noted the influence of cybernetics:

"Systems theory is frequently identified with cybernetics and control theory. This again is incorrect. Cybernetics as the theory of control mechanisms in technology and nature is founded on the concepts of information and feedback, but as part of a general theory of systems.... The model is of wide application but should not be identified with 'systems theory' in general ... a warning is necessary against its incautious expansion to fields for which its concepts are not made".

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



Mostafa Gaballa
Lecturer

Areas of expertise:
Tourism, Hospitality, Travel

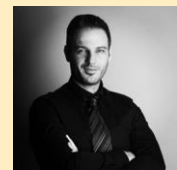
TOURISM & HOSPITALITY

While hotel room night revenue in 2022 is projected to reach \$168.4 billion, within one percent of 2019's pre-pandemic levels, continued staffing shortages are expected to contribute to slower recovery of revenue from food and beverage and other services, according to The American Hotel & Lodging Association 2022 State of the Hotel Industry Report.

To accelerate food and beverage revenue recovery, properties such as Morongo Casino Resort and Spa are turning to innovative technology that enables guest self-service dining reservations and payment around-the-clock every day to stimulate increased revenue through additional availability and frictionless service. For more information click [here](#).

Using kiosks located directly in front of the restaurant, guests schedule and pay for dining by the day, time, and guest count of their choice. Earned points, complimentary gifts and other offers can be redeemed at the kiosk and deducted from the dining cost. When the reserved table is available, the guest receives a text alert and checks in with the restaurant

host. Agilysys enables data from The Marketplace by Fabio Vivani dining experience to be integrated with Morongo's end-to-end food-and-beverage systems as well as overall room, casino, and property systems to provide guest spend analysis and understanding. The system has improved the all-you-can-eat dining experience by empowering guests to self-select and reserve dining days and times rather than waiting in line for availability and by processing payment at the time of the reservation, eliminating checkout wait times. Morongo has seen an immediate increase in all-you-can-eat food and beverage revenue and has been able to focus employees on other areas where they are needed



Dr Konstantinos Kiousis
Lecturer

Areas of expertise:
Human Resource Management, Leadership, Counselling & Career Guidance, Modern Educational Approaches

AUTOMOBILE INDUSTRY INVESTMENT

Porsche took pole position as Europe's most valuable automobile industry on Thursday October 5th, overtaking former parent Volkswagen.

The price of the superports car maker's newly-listed shares sped higher. Although Porsche shares fell below their listing price at the beginning of the week (at 81€), in line with a wider fall in markets, they had risen to 93€ on Thursday morning, giving the sportscar brand a market valuation of €85 billion, making this way Porsche's valuation beyond Volkswagen's €77.7 billion. Mercedes-Benz comes in the third position among European carmakers and then follows BMW.

Porsche's share price regained momentum after investment banks got involved. Almost 3.8 million shares have been purchased for €312.8 million as part of the so-called green shoe option, designed to support the listing. Volkswagen announced that inflation data from Europe and the United States, recent worries over energy supply in Europe and the escalation of the war in Ukraine, led to fluctuations which made small-scale stabilization measures necessary.

For further information, you can visit the following links [Link1](#) & [Link2](#).



Dr Mahmoud Manafi
Lecturer

Areas of expertise:

Leadership, Human Resource Management, Digital Marketing

CULTURE / ECONOMICS

Most of those who have travelled to southern Europe, especially Portugal, probably have memories of eating salted cod fish/Bacalhau food. Bacalhau as one of the main national dishes of Portugal that has its root in the history of seafaring knowledge, dictatorship, and cultural changes.

It is very interesting to learn how the knowledge of seafaring had a great influence on the import (economics growth) and introduction of various products to Europe. In other words, knowledge can directly and indirectly affect entrepreneurship and consumer behaviour.

The memory of the dictatorship in Portugal reminds us of poverty and public discontent over a long period of time. However, it also had a great impact on the Portuguese people’s food culture, which today has influenced the consumption of bacalhau in this country.

The video linked below shows the impact of sciences and the political situation on consumer behaviour and tourist attractions.

SOURCE: [Link](#)



Konstantinos Skamagkas, PhD
Lecturer

Areas of expertise:

Management and Business Development, Educational Programmes

ENERGY SUPPLY CHAINS

New LNG/FSRU terminals have had a global impact in Europe. LNG terminals have increased around Europe, as all countries try to reduce their dependence on Russian gas imports. The completion of the LNG terminal at Alexandroupoli in Northern Greece in late 2023, will pave the way for commercial operation of the IGB pipeline. As this pipeline is going to significantly enhance energy and security of supply, its starting point will be a landmark for all interconnected countries in the Balkans as well as in Europe.

The disruption of energy supply chains because of the Russia-Ukraine war and the immediate need to make Europe independent from Russian gas supplies is resulting in inflationary pressures sweeping through European economies. There are also devastating consequences for developing countries, especially those previously dependent on LNG supplies. Until a year ago, tankers transported LNG mainly to Asian countries. However, in 2022 they changed and are now heading to Europe, as high demand from European countries has driven LNG prices to extremely high levels that developing Asian countries can no longer afford.

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



Dr Elif Vozar
Lecturer

Areas of expertise:

Tourism Management, Sustainable Tourism, Socio-cognitive Mindfulness Theory

TOURISM MANAGEMENT

Useful Webinar: Technology Enhanced Future of Work in the Visitor Economy (19 October 2022).

The world has been experiencing various improvements related to technology during and post-pandemic. Especially in the field of tourism and hospitality, we have witnessed the necessity of better technologies to connect places and people virtually. One of the good examples can be online heritage and virtual museums during the lockdowns. Hence, this upcoming webinar “Technology Enhanced Future of Work in the Visitor Economy” can be very useful to learn more about the relations between technology and tourism. This is a free event. More information about the event and registration to the webinar can be found in this [link](#).

“The ‘Technology enhanced future of work in the visitor economy’ webinar explores ideas and solutions to support tourism, hospitality and event leaders to address how technology can help them solve the tough questions they are facing. Industry and academic speakers will talk about how employers tackle the war on talent, how employee apps will evolve to become more engaged, and how artificial intelligence and robotics can be applied while considering mindfulness in technology-enhanced future of work.”