

BSBI Gazette

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

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Editorial



Professor Dr. Kyriakos Kouveliotis FRSA
Provost & Chief Academic Officer,
Berlin School of Business and Innovation

For this week’s Editorial I want to share my support for Life-long Learning by joining the relevant UNESCO movement.

Photo of the Week



Inspirational Quotes

The problem is not that there are problems. The problem is expecting otherwise and thinking that having problems is a problem.

— Theodore Rubin

You are not what you think you are; you are what you think.

— Unknown

Coming together is a beginning, staying together is progress, and working together is success.

— Henry Ford

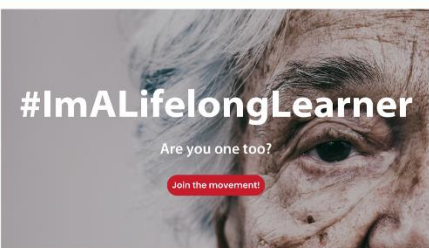
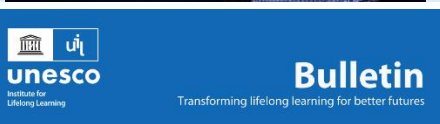
The quality of your thinking determines the quality of your life.

— A.R. Bernard



When there is coherence between your thoughts, words, and actions, you become a powerful force.

— Eckhart Tolle



The right to education covers all ages

Article of the Week



Dr. Anna Rostomyan
Lecturer

Areas of expertise:

Neuropsychology of Emotions, Emotional Intelligence, Emotion Management, Neuroleadership

Soft Skills: as a Prerequisite for Achievement in the Contemporary World

Succeeding in today's world requires a combination of functional, self-management, special knowledge, and technology skills. How relevant is emotional intelligence to this mix?

We are living in very challenging and uncertain times, where people have to be equipped with a strong arsenal of diversified solid psychological tools and skills to be able to navigate through the current unexpected changes of the modern world, especially during the pandemic, digitalisation and all of its consequences in our world.

While speaking about skills, nowadays we not only speak about the vitality of hard skills, such as digital literacy, knowledge in your domain, and tool skills learnt through vocational training designed for tackling job-specific duties but also some “soft” skills like communication and interpersonal skills, emotion management and emotional intelligence skills, which have the utmost power of making you benefit from your relationships, both at work and in your private lives.¹

Emotional Intelligence (EQ/EI) is believed to have a number of positive features that have the potential of changing our lives for the better and equipping you with some major soft skills to handle life successfully alongside handling your very own emotions, as well as the emotions of others.

The term “Emotional Intelligence” has been defined, by Peter Salovey and John Mayer (1990, 1993),^{2,3} as the ability to monitor one's own emotions, as well as other people's emotions, to differentiate between different emotions and label them appropriately, and to use emotional information to guide thinking and behaviour, as well as manage their external outward manifestations in interpersonal communicative

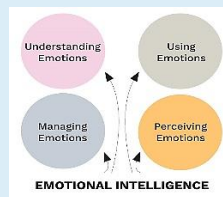
interaction. This definition was later broken down and refined into four proposed abilities of emotional intelligence (EI) by the American psychologist Daniel Goleman in his book “Emotional Intelligence” (1995): perceiving, using, understanding, and managing emotions accordingly.⁴

1. Perceiving emotions: The ability to get emotional messages from the outward world and to detect emotions in faces, pictures, voices, and cultural artifacts. This includes not only perceiving the emotions in others but also the ability to identify one's very own emotions.

2. Using emotions: The ability to deploy emotions to facilitate various cognitive activities, such as thinking, feeling, communicating, decision-making, and problem-solving activities. The emotionally intelligent person can capitalise fully upon his or her changing moods to best fit this or that task at hand.

3. Understanding emotions: The ability to comprehend emotive language and to understand the emotions in others to be able to preserve healthy relationships, which also presupposes emotions and feelings. For example, in the process of communication, trying to understand the viewpoint of the other person, his or her intentions, internal motivations, feelings, beliefs, desires, preferences, etc. (Rostomyan, 2020).⁶

4. Managing emotions: The ability to regulate emotions in both us and in others. This also includes managing the expressions of emotions on the verbal and non-verbal levels for harmonious cooperation and communicative conflict reduction while undergoing very strong negative and positive emotions, since they have the greatest potential of influencing our relationship (Rostomyan, 2013).⁷



As we can see from the discussion above, all of these aforementioned EI processes are tightly intertwined and interlinked; they do not exist in separation, so in our everyday life while interacting with one another we are continually experiencing and practicing them, which are the groundings of our emotional experiences that help us understand ourselves, as well as our surrounding world much better.

Nowadays, many scientists and practitioners often speak about the significance of the interrelation of our EQ and IQ, building up our intelligence through our higher cognitive processes, and the benefits of the harmonious flow between therein, as well as the relevance of the concept of “WeQ” in collective decision making, which also involves the participation of emotions (Rostomyan, Rostomyan, and Ternès 2021).⁸ As the term “Emotional Intelligence”

itself denotes, it includes the notion “intelligence”, which once again comes to prove that emotions can sometimes also be of a rational character and that these two continually interact with one another, providing us with very important pieces of information (Rostomyan 2013, 2022b).^{5,7}

There are two very important EQ “soft skills” that are relevant in human-human interactions, namely empathy and social skills.

Empathy: Empathy is the ability to connect emotionally with others and take into consideration their emotions, feelings, concerns, doubts, aspirations and points of view. Empathy is the highest form of emotional intelligence, where you tune in with the other's emotions, “feel yourself in the other's shoes” and build your actions upon those experiences. Empathy is also essential for team harmony. Noticing and responding to the emotional needs of the people you work with makes up for a happy and satisfied work culture.

Social Skills: Under the EQ skill component of social skills, we understand how we manage our relations in our lives. Relationship management is all about interpersonal skills, that is, one's ability to build genuine trust, rapport, connection, and respect with your peers, relatives, friends, neighbours, partners, and colleagues. Therefore, while trying to build a long-lasting trustworthy relationship, it is highly recommended to pay attention to others' emotions and feelings as well. This will resultantly also be a groundbreaking milestone towards success and achievement both in our personal and professional lives (Rostomyan, 2022a).¹

All the aforementioned EQ skills are, in fact, very important “soft skills” vitally crucial in handling life (Rostomyan, 2022b).⁵

Conclusion

In today's digitalised and globalised world, there is a need for some “soft skills” to be able to deal with the challenges that the world imposes on us, especially in terms of artificial intelligence (AI). Even AI machines are getting equipped with EQ skills to better cooperate and interact with humans, making human-machine interactions much more enjoyable.

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Websites of the Week

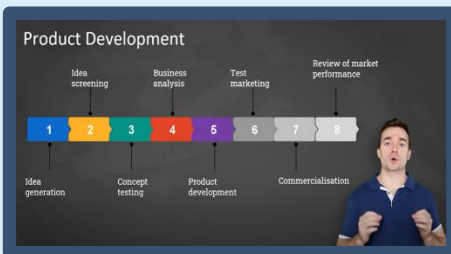
- 🔗 [The Ultimate Guide to People Operations](#)
- 🔗 [What is Business Analytics?](#)
- 🔗 [Business Frameworks – 6 Types to Elevate Business Performance](#)
- 🔗 [Reasons Business Contracts Fall Apart](#)
- 🔗 [Next Insurance Review: Perfect Coverage For Small Businesses](#)

Books of the Week

Videos of the Week



The 4 Vs of Operations Management



What Does a Product Owner Do?
Roles and Responsibilities



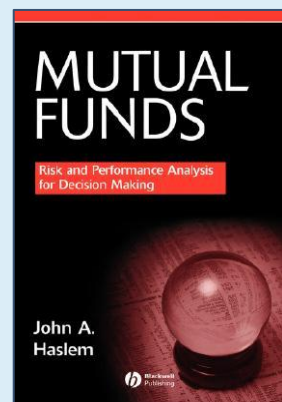
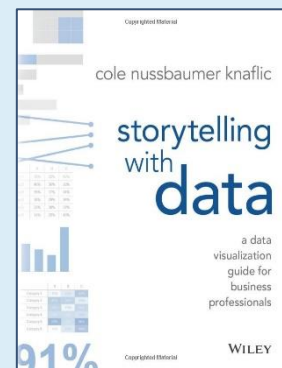
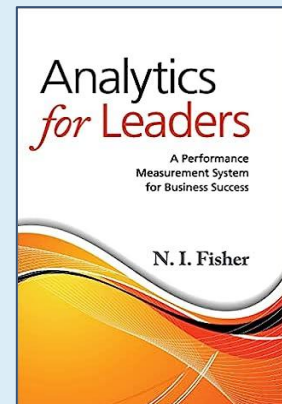
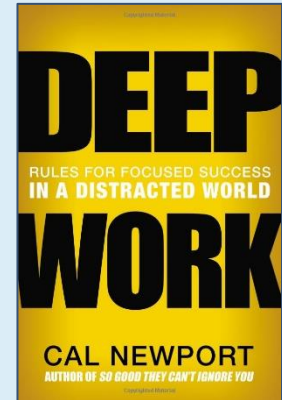
A day in the life of a Scrum Master



The Classical theory of Management |
Evolution of Management thought



What is Public Relations?



**BERLIN SCHOOL OF
BUSINESS & INNOVATION**

Week in Review

All you need to know about everything that matters



Dr. Kamyar Esmaeili Nasrabadi
Lecturer

Areas of expertise:

Human Resource Management, Business Management, Tourism, Customs

EMPLOYEE SUSTAINABILITY

The Role of Realism in Emotional Intelligence and Employee Sustainability

This week, we will delve into the second component of EQ: Realism, and explore its significance in enhancing employee sustainability. Realism, within the context of EQ, refers to an individual's ability to perceive and interpret situations accurately, without bias or distortion. It involves having a clear understanding of one's strengths and weaknesses, as well as recognizing and accepting the realities of the world around them. Realism enables employees to approach challenges and opportunities with a balanced perspective, making them more adaptable and resilient in the face of adversity. One of the keyways Realism contributes to employee sustainability is by fostering self-awareness. By being realistic, individuals gain a deeper understanding of their emotions, strengths, and limitations. This awareness allows them to make informed decisions, set realistic goals, and effectively manage their emotions and reactions in different situations. Realistic employees are less likely to become overwhelmed or discouraged by setbacks, as they approach these obstacles with a clear understanding of the difficulties involved. Furthermore, Realism enhances interpersonal relationships within the workplace. When individuals possess a realistic outlook, they are better able to understand and empathize with the perspectives of their colleagues. This understanding promotes effective communication, cooperation, and collaboration, leading to stronger and more supportive work relationships. Improving Realism within oneself can be achieved through self-reflection and seeking feedback from others. Engaging in honest self-

assessment and acknowledging personal strengths and weaknesses allows individuals to develop a realistic perspective of their abilities. Seeking feedback from trusted mentors or colleagues provides valuable insights that can help align self-perception with reality. Additionally, continuous learning and gathering information about various aspects of work and the environment can contribute to developing a realistic mindset. By actively seeking diverse perspectives and staying informed about industry trends, employees can avoid being overly optimistic or pessimistic and develop a well-rounded understanding of their roles and responsibilities. Realism in emotional intelligence empowers employees with self-awareness, adaptability, and stronger interpersonal relationships, fostering a balanced perspective that enhances their sustainability in the face of challenges and promotes a harmonious work environment.

Link: [here](#)



Mostafa Gaballa
Lecturer

Areas of expertise:

Tourism, Hospitality, Travel

TOURISM

UNWTO will work with Alpitour World as a strategic partner to advance innovation, education and sustainability across every part of the tourism sector.

Reflecting UNWTO's focus on harnessing the power of public-private partnerships, the newly signed Memorandum of Understanding with Alpitour World, will see the two organizations work together around shared strategic goals. In this context, the two organizations will particularly focus on supporting innovators and driving forward the digital transformation of the sector. for more information visit [this link](#).

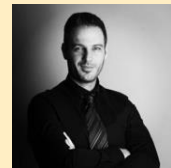
The partnership between UNWTO and Alpitour is aimed at strengthening the links between

tourism's public and private sectors. The Memorandum of Understanding was signed by UNWTO Secretary-General Zurab Pololikashvili and Alpitour World President Gabriele Burgio.

Among its key aims are to develop strategic collaborations in the field of tourism innovation, including through supporting the creation of a tourism startup ecosystem, recognize and supporting the best new talent through the organization of Start-Up Competitions focused on advancing tourism's contribution to the Sustainable Development Goals, advance tourism as a pillar of rural development, including through Alpitour World's support of the Best Tourism Villages by UNWTO initiative and collaborate in training hospitality workers, including through joint education courses and other training materials

This Memorandum of Understanding lays the foundations for future, specific joint initiatives, establishing Alpitour World as a key partner of UNWTO in innovation and sustainability. Alpitour World is a leading tourism operator, with its own airline, hotel chain and a global network of more than 2,400 travel agencies.

As part of the partnership, UNWTO and Alpitour World will hold regular joint meetings and strategy sessions as they continue to advance their collaboration and adapt to the most pressing challenges and opportunities facing tourism



Dr. Konstantinos Kiousis
Lecturer

Areas of expertise:

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

FLYING CARS

A "Back to the Future" approach

Four friends from California, inspired by the "Back to the Future" movies, decided to form a company called "Alef Automotive" so as to develop flying cars. Recently, the Federal Aviation Administration (FAA) has certified a "flying car" for testing, allowing for limited

purposes that include exhibition, research and development. This vehicle is the first fully electric one that can both fly and travel on roads to receive US government approval. This vehicle/aircraft, dubbed the “Model A,” is also the first that is drivable on public roads, is able to park like a normal car and has vertical takeoff and landing capabilities. It will be able to carry up to two occupants and will have a road-range of about 350 km and a flying-range of nearly 200 km. The company expects to sell the vehicle for \$300,000 with the first delivery projected for the end of 2025. According to them, refundable pre-orders have been taken for more than 400 of the vehicles till today, with the cost of \$150 for the general queue or \$1,500 for the priority queue.

Nowadays, numerous companies are working on all-electric “VTOLs”, which stands for Vehicle Take-Off and Landing aircrafts. For more information regarding “flying car” projects, please visit [Link1](#), [Link2](#), [Link3](#) and [Link4](#).



Dr. Mahmud Manafi
Lecturer

Areas of expertise:

Human Resources Management, Marketing Management, Economics, Mathematics

ECONOMICS AND SUSTAINABILITY

Stakeholder theory and sustainability

Stakeholder theory has gained significant attention in recent years due to its potential to drive sustainability in business practices. By considering the interests and needs of various stakeholders, including employees, customers, suppliers, communities, and the environment, companies can adopt a more comprehensive approach to sustainability.

One key result of applying stakeholder theory to sustainability is enhanced reputation and brand value. When businesses prioritize the well-being of their stakeholders and actively engage in sustainable practices, they build a positive reputation as socially responsible organizations. This, in turn, can attract environmentally conscious consumers, socially responsible investors, and top talent who align with the company's values. By prioritizing sustainability and stakeholder interests, companies can create a virtuous cycle of reputation and brand value that strengthens their competitive advantage.

Another outcome of stakeholder theory in sustainability is improved risk management. By engaging with stakeholders, businesses can

identify and address potential environmental, social, and governance (ESG) risks and challenges more effectively. Proactively managing ESG risks can help companies avoid costly legal disputes, reputational damage, and operational disruptions. By integrating sustainability into their decision-making processes, businesses can mitigate risks, enhance resilience, and create long-term value for stakeholders.

Furthermore, stakeholder theory's application to sustainability encourages innovation and long-term thinking. By considering the interests of diverse stakeholders, businesses can identify new opportunities for sustainable products, services, and business models. This approach fosters innovation, encourages resource efficiency, and promotes the development of sustainable technologies. By focusing on the long-term impacts of their actions, companies can contribute to the transition to a more sustainable and resilient economy.

In summary, the application of stakeholder theory to sustainability yields several positive outcomes. It enhances reputation and brand value, improves risk management, and fosters innovation. By actively engaging with stakeholders and integrating sustainability into decision-making processes, businesses can create long-term value for both their stakeholders and the environment.

Link: [here](#)



Dr. Noah Mutai
Lecturer

Areas of expertise:

Applied Statistics, Econometrics, Business Analytics

PATTERN MINING

Uncovering Hidden Patterns:

A Guide to Sequential Pattern Mining

In the contemporary era, characterized by an emphasis on data analysis, there has been a growing attention towards the identification of concealed patterns and the extraction of valuable insights. Sequential Pattern Mining (SPM), a potent technique in data mining, is specifically concerned with the identification of frequently occurring sequential patterns in different domains. By analyzing sequences of events or transactions, SPM offers valuable information that can be utilized in a wide range of fields, including market analysis, customer behavior modeling, and web clickstream

analysis. The objective of this article is to thoroughly examine the complexities of sequential pattern mining, exploring its applications, methodologies, and challenges.

Sequential Pattern Mining is a field that focuses on identifying and extracting repetitive patterns in datasets that are arranged in a specific order. These datasets contain sequences of events or items that are accompanied by timestamps or identifiers. Instances of sequential data can range from the purchase histories of customers and web clickstreams to DNA sequences and sensor data.

There are several applications of sequential pattern mining (SPM) in business, which are discussed in this article. One notable application is market basket analysis, where frequent item sets in customer transaction data are analyzed to identify associations between items. This allows retailers to optimize product placement, conduct targeted promotions, and improve cross-selling strategies. Another application is web clickstream analysis, which involves analyzing sequential patterns in web clickstream data to gain insights into user browsing behavior. This information can be used to enhance user experience, optimize content layout, and provide personalized recommendations. Sequential pattern mining also aids in customer behavior modeling, as it helps businesses understand customer preferences and behavior over time.

By analyzing sequences of actions or events, such as website visits, purchases, and interactions, companies can create personalized marketing campaigns, optimize retention strategies, and offer tailored product recommendations. Additionally, sequential pattern mining is valuable in healthcare for disease progression analysis. By analyzing patient medical records, it can identify patterns in disease progression, leading to early detection, personalized treatment planning, and a better understanding of the impact of interventions.

The methodologies employed in sequential pattern mining can be categorized into several approaches, including Apriori-based approaches, the GSP algorithm, and the PrefixSpan algorithm. The GSP algorithm is a widely recognized and utilized approach in sequential pattern mining. It employs a breadth-first search strategy to generate sequential patterns. The algorithm progressively extends shorter patterns to longer ones, enabling the discovery of diverse and comprehensive sequential patterns. The PrefixSpan algorithm utilizes a depth-first search strategy and a projected database approach. By recursively mining shorter sequences and projecting the remaining database, the algorithm efficiently discovers sequential patterns. This approach proves to be effective in handling large datasets and extracting meaningful patterns. Apriori-based approaches are adaptations of the Apriori algorithm, originally designed for association

rule mining. These approaches aim to discover frequent sequential patterns by utilizing candidate generation and pruning techniques. This allows for efficient mining of sequences with varying lengths.

In conclusion, Sequential Pattern Mining is a valuable tool for uncovering hidden knowledge and extracting valuable insights from sequential datasets. It finds applications in diverse domains, including market analysis, customer behavior modeling, and disease progression analysis. By identifying frequently occurring sequences of events or items, businesses and researchers can make informed decisions, enhance operational efficiency, and provide personalized experiences. As technology progresses and datasets continue to expand, the development of efficient algorithms and techniques becomes increasingly crucial for effective sequential pattern mining. The presence of noise, irrelevant events, or rare occurrences in sequential datasets can negatively impact the quality and meaningfulness of discovered patterns.

To address this, preprocessing techniques and parameter tuning are crucial for filtering out noise and focusing on relevant patterns. Scalability is a significant challenge when mining sequential patterns from large-scale datasets. As the dataset size increases, the number of possible patterns grows exponentially, necessitating the use of efficient algorithms and parallel processing techniques. The existence of variable-length patterns further complicates sequential pattern mining. Techniques such as window-based approaches, gap constraints, or length constraints are employed to handle patterns of varying lengths.

Further reading

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Dr. Gemma Vallet

Lecturer

Areas of expertise:

Digital Branding & Marketing, Marketing Direction & Strategy, Innovation in Advertising & Media strategy

AI BRANDING

AI at the heart of the next branding

Cannes Lions, the prestigious festival that hosts and rewards the best advertising creativity at an international level every summer, this year coinciding with its 70th anniversary has had more than 2000 AI creative advertising entry pieces that mention that for their creation, production or distribution have used AI.

We are facing a new AI moment, where great opportunities are emerging for the creative industry, specifically for the advertising, media and branding industries.

Artificial intelligence is already having a profound impact on this industry and it does so from different angles:

- In marketing. In all the traditional Ps of marketing, transforming and innovating in products, price and digital distribution of the same
- In Business Intelligence, accelerating the way marketing research is done today.
- In the message. In which and how to say where we are witnessing a historical change in the creative landscape, where copywriting and final arts are carried out in a hybrid process between GAI and art direction
- In media planning, evolving the way in which we define, plan and disseminate marketing and/or advertising campaigns.
- And more fields.

The next chapter of AI in advertising and marketing is beginning

Since 2016 Google has been one of the leading AI-First companies, along with Meta and TIKTOK. To this list of pioneers we must include key tools in the management of content marketing such as the Canadian Hubspot or Hotsuite in the management of social networks.

For almost a decade in marketing departments and in digital marketing management, AI has been a silent ally. AI is now entering a new phase, which thanks to deep machine learning, accelerates its progress and leads marketing departments and their eternal allies such as

advertising agencies to this new revolution in our economic and social system.

The new stage of AI in the advertising and marketing industry is helping to strengthen the connections between brands and people. TikTok has been and is a master at this stage of increasing the connection, the engagement, between people and brands.

Through the Generative AI, GAI, marketers have the possibility to revolutionize every part of their marketing from how they brainstorm, collect consumer insights, generate content, how they connect with people -consumers- how they generate growth and sales and how they measure their performance.

At the moment that the entire creative industry, represented at the Cannes Lions 2023 festival, embraces AI in its teams, we can say that we are entering a new phase of AI. We welcome you.



Meta at the beach for the advertising festival Cannes Lions 2023.
Credit: Luke Hayes

What the AI future of advertising can look like

At the Palais du Festival Cannes Lions, Robert Wong, vice president of Google Creative Lab, touted the AI tools his company has started to put in the hands of advertisers.

In one demonstration, Wong showed how a client can upload a single image of a company logo — a colorful Google “G” icon, in his demo — into Google’s systems and immediately get back a bunch of high-quality 3D images in the same branded style, from a Google dog cartoon to a Google-branded glass of rosé.



Dr. Elif Vozar
Lecturer

Areas of expertise:

Tourism Management, Sustainable Tourism,
Socio-cognitive Mindfulness Theory

TOURISM EDUCATION

***Webinar by the Special Interest Group on
Tourism Education***

There will be a very useful webinar (Inspiring and Engaging Tourism Students post Covid), on 12 July at 14.00 CEST. The webinar is organised by. Purpose of the webinar is to share good practice examples from two major tourism education institutions and discuss how to increase engagement and interest with tourism students on tourism programmes. If you have time, do not miss this interesting virtual event.

Program

- 14.00 Welcome and Introduction
Sheena Carlisle and Goretti Silva – SIG Tourism Education Co-ordinators.
- 14.05 Speaker 1
Lisa Gorton – Leeds Beckett University, UK
Re-imagining the tourism curriculum with criticalpedagogy: Finding the common language of educators, students and industry
- 14.20 Speaker 2
Carla Melo – Polytechnic of Porto, Portugal
Interdisciplinary Tales from the Tourism Classroom
- 14.40 Discussion
- 15.00 Close

You can attend the webinar for free on the YouTube livestream at [here](#).

I'M A LIFE-LONG LEARNER

**Professor Dr.
Kyriakos Kouveliotis FRSA**



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BUSINESS & INNOVATION**