BSBI Gazette

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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'm sharing a great poem by Bettina Van Vaerenbergh:

"The Time Is Now"

We have but a short time
On this earth,
So value your life
For what it's really worth.

Your life has purpose.
God sent you on a mission.
To live, to love, to learn –
Is His commission.

The world needs you.
Believe me, it's true!
Some things need doing
That only you can do.

Character matters;
Be your own person,
Your own original self,
Not someone else's version.

Develop your talents;
They are unique.
Use your time well;
Listen only to positive critique.

Go after your dreams.
Be bold. Be brave.
Swim against the stream;
It's more than okay.

The time is now
To find your passion.
Time waits for no one,
So get into action.

To be free of regret
In your old age,
Never ever forget
To fully live today!

Photo of the Week

Inspirational Quotes

Show up, show up, show up, and after a while the muse shows up, too.
—Isabel Allende

If there is no struggle, there is no progress.
—Frederick Douglass

You carry the passport to your own happiness.
—Diane von Furstenberg

If you don't risk anything, you risk even more.
—Erica Jong

The way to get started is to quit talking and begin doing.

— Walt Disney

Article of the Week

Dr Farshad Badie
Vice-Dean of the Faculty of
Computer Science and Informatics

Areas of expertise:
Logic; Knowledge Representation;
Information Science; Cognitive Science

Viable System Models and their Roles in Organisational Development

I shall start this article with a special focus on the concept of *Organisational Development* (*OD*). OD is a dynamic and systematic process of implementing effective change in an organisation. OD especially focuses on the design and implementation of interventions that improve an organisation's overall performance, efficiency, and effectiveness. It is obvious that OD is concerned with many changes to an organisation's structure, context, processes, policies, and practices. These changes are intended to support organisations in order to be adapted to new challenges, improve their performance, and meet the needs of their stakeholders. It is remarkable that OD is a *holistic* approach and, in fact, considers the entire organisation and its environment and, also, views the concept of change as a dynamic '*process*'. It involves the active participation of all employees. Such a process is actually analysable based on the continuous sub-processes of planning, acting, observing and reflecting. There are many significant concepts that can be addressed by OD in any organisation. The most remarkable ones are: (1) communication and collaboration improvement, (2) decision-making support, (3) productivity and increased efficiency, and

(4) motivation development.

I am also going to describe the roles of *Viable System Models* (VSM) in OD. VSMs are a conceptual framework for understanding and analysing the structure and functioning of *complex systems*. A complex system is a system that is structured and shaped based on many interconnected components and ingredients. It is usually very difficult to model complex systems. A very good example of a complex system is organisation.

VSMs were developed by British cyberneticist (and management theorist) Stafford Beer. Actually, it can be believed that one of the main reasons behind the development of VSMs (by Beer) was that he was interested in helping organisations become more efficient, adaptable, and goal-oriented. VSMs have been shaped and modelled based on the idea that any complex system (especially an organisation) can be broken down into smaller, interconnected sub-systems that all work together to achieve the overall goals of the system. But how do VSMs support organisations as well as organisational developments?

VSM models consist of five main components. In particular, we have the following sub-systems: (1) the *operational core*, (2) the *management*, (3) the *strategic*, (4) the *tactical*, and (5) the *systemic* (or *systematic*). Let me be more specific. The sub-system 'operational core' is responsible for the day-to-day activities of the organisation, such as the production and delivery of goods and services. The 'management' sub-system is responsible for coordinating the activities of the operational core and ensuring that they align with the organisation's overall goals. The 'strategic' sub-system is responsible for defining the long-term goals and direction of the organisation, while the 'tactical' sub-system is responsible for planning and implementing short-term actions to achieve these goals. The 'systemic' sub-system is responsible for monitoring and analysing the overall performance of the organisation and making adjustments as necessary.

As pointed out above, OD is a way to improve the overall effectiveness of an organisation. By providing a clear and comprehensive understanding of the organisation and its internal systems (based on proper descriptions and specifications), VSMs attempt to specify organisations and, also, their internal and

external environments. In addition, by identifying the interconnections and interdependencies among different sub-systems of the organisation, VSMs can help organisations identify and address problems, improve efficiency, and achieve their goals more effectively. Moreover, VSMs are extremely helpful for organisations to monitor and analyse their internal and external environment and make changes accordingly.

VSMs are some modern approaches in *management cybernetics* and are systematically and strategically being used in modern operations management systems in the modern world.
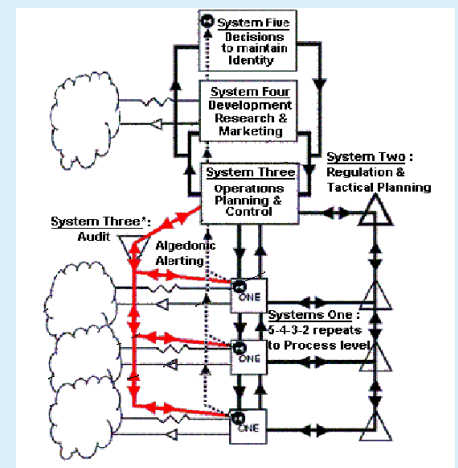
A VSM Model; see Kirikova (2017)

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Websites of the Week

Books of the Week

Videos of the Week

What is Success?

Differences between Tactics and Strategy

One Thing All Great Teachers Do ...

What is Business Analysis?

Understanding Customer Behaviour
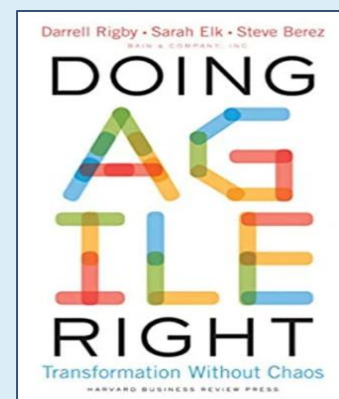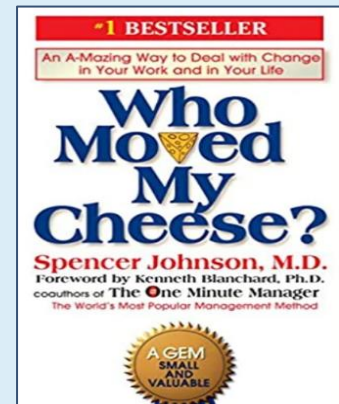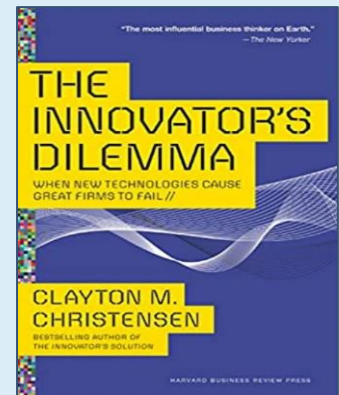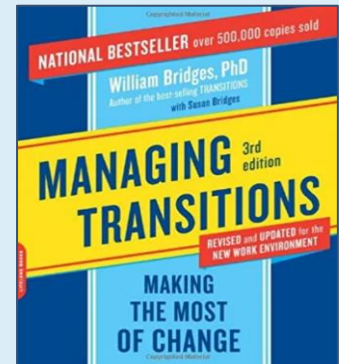
BERLIN SCHOOL OF BUSINESS & INNOVATION

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

PSYCHOLOGY / BRAIN SCIENCE

Amnesia Affected by Activity. As far as the life speeds up rapidly, the number of people who are worried about obliviousness and lack of concentration also increases. Some go for medical check-ups and expect to receive medical care. There are many different groups of people who believe that to reduce stress which is considered one of the major sources of amnesia, it would be much better to do nothing and take daily long rests. But on the contrary, the study that has been performed on a considerable group of people, twenty-four hours for seven days, shows that individuals who have at least one activity during the day have less tendency to face Alzheimer's. The new study shows that people who spent "even small amounts of time in more vigorous activities — as little as 6 to 9 minutes — compared to sitting, sleeping or gentle activities had higher cognition scores," said study author, John Mitchell, a Medical Research Council doctoral training student at the Institute of Sport, Exercise and Health at University College London, in an email. It means that the quality of sleep is much more valuable compared to the time that an individual sleeps. The study reveals that there is a contradictory relationship between sleeping and cognition and every eight minutes of state of being inactive, leads to a 1% to 2% decline in cognition.

Source: Link

Dr Duraisamy Balaganesh
Lecturer

Areas of expertise:
Database Systems, Artificial Intelligence, Li-Fi Technology

SUPPLY CHAIN MANAGEMENT / LOGISTICS

Oracle is introducing new logistics capabilities within Oracle Fusion Cloud Supply Chain & Manufacturing (SCM). The updates to Oracle Transportation Management (OTM) and Oracle Global Trade Management (GTM), part of Oracle Cloud SCM, help customers reduce costs, improve accuracy, automate regulatory compliance, and enhance logistics flexibility.

"Many organisations have struggled to keep pace with the changing market." said Derek Gittoes, Vice-President of supply chain management product strategy, at Oracle. He continued: "With Oracle Transportation Management and Oracle Global Trade Management, organisations can rapidly adapt to changes in their supply chain and logistics network. Oracle's self-updating platform gives customers access to continuous innovation, as new features are added.

The new capabilities within Oracle Transportation Management and Oracle Global Trade Management include:

- **Automated Trade Agreement Qualification:** Helps customers validate Certificate of Origin, reduce tariffs, and enter new markets. With a deep view into the bill of materials, Trade Agreement Qualification enables customers to comply with labour regulations and prove where goods were produced via auditable records.
- **New Oracle Logistics Digital Assistant Capabilities:** Allow users to gain insight into the status of their shipments with simple voice commands. With the embedded Logistics Digital Assistant, users can quickly find answers to their questions.

- **Enhanced Workbenches:** Allow users to combine data from multiple sources into a single view to streamline operations and enhance decision-making. processes more efficiently.
- **New Oracle Transportation Management Mobile App:** Enables customers to send assignments to drivers, capture arrival and departure events, and communicate in-transit status and location information.
- **ETA Predictions with Machine Learning**: Provide real-time updates and shipment tracking to create accurate predictions for arrival times based on a customer's unique business operations. With more accurate ETA predictions, customers can take quick action to reroute shipments to enhance operational efficiency.
- Oracle Cloud SCM helps organisations seamlessly connect supply chain processes and quickly respond to changing demand, supply, and market conditions. With new features added every quarter, Oracle Cloud SCM helps customers create a resilient supply network and processes that outpace change.

Dr Mariusz Dramski
Dean of the Faculty of
Computer Science and Informatics

Areas of expertise:
Artificial Intelligence, Data and Process Mining, Project Management

AUTOMATIC IDENTIFICATION SYSTEMS

AI. Have you ever wondered how tracking services work from a technical point of view? Is there a transmitting device placed inside the container or parcel? Of course, you can do that. Popular services such as MarineTraffic or FlightRadar operate on the principle of collecting data from automatic identification systems such as AIS. Each ship or plane is equipped with an

appropriate device that, in accordance with the standards, broadcasts information about its journey. From here, we can follow the ship's route without leaving the computer. Naturally, placing an AIS transmitter in each container is inefficient. It would just be expensive.

In addition, some information needs to be filled in manually, which would involve additional work and, consequently, costs. But there is a very simple way. The courier company simply provides freight documents, therefore, a given shipment is associated with the place where it is located. On this basis, it is possible to track it. Of course, freight documents cannot be obtained by every person. It is a trade secret. This is resolved on the basis of relevant agreements between companies. But let's focus on the AIS itself. This month there will be a lecture on the AIS system and anyone from BSBI who is interested is invited.

Dr Kamyar EsmaeiliNasrabadi
Lecturer

Areas of expertise:
Human Resource Management, Business Management, Tourism, Customs

ORGANISATIONAL COMMUNICATION

This week, we will examine important organisational communication skills. As you know, organisational communication has various categories, from formal and informal to verbal and, also, to non-verbal and written. Different types of categories are even addressed to the direction of communication, for example, horizontal, vertical upwards and vertically downwards. Regardless of the type of communication, the way of communication and the direction of communication, having strong communication skills is vital and necessary for the employees of any organisation.

Today, one of the most important trends in human resources is the promotion and transfer of communication skills, which is one of the alarming concerns of skill gaps in all organisations.

Recognising, planning, promoting, transferring, and finally monitoring these skills are among the tasks that determine the fate of any organisation's survival. Following this, some of these skills are mentioned and I will try to describe each of them briefly.

Ten very common skills include Active Listening, Non-verbal Communication, Clarity and Concision, Friendliness, Confidence, Empathy, Open-Mindedness, Respect, Feedback and Picking the Right Medium.

Being a good listener is one of the best ways to be a good communicator. No one likes communicating with someone who does not take the time to listen to others. If you're not a good listener, it's going to be hard to comprehend what you're being asked to do. Take the time to practice active listening. Active listening involves paying close attention to what other people talk about, ask for, and concentrate on. Through active listening, you can better understand what your partner is trying to say and can respond appropriately. Active listening is a soft skill that involves receiving sound, understanding the message conveyed in the sounds you hear, evaluating the message, and responding to it. People with good listening skills are able to comprehend what they hear and respond appropriately.

In this regard, you can read "Listening in Organizations: A Synthesis and Future Agenda" (written by Jeffrey Yip and Colin M. Fisher), which was published in The Academy of Management Annals in March 2022.

Mostafa Gaballa
Lecturer

Areas of expertise:
Tourism, Hospitality, Travel

TOURISM

UNWTO and the Development Bank of Latin America (CAF) will partner to promote and retain investment in tourism across the Latin American and Caribbean Region.

As the sector's recovery continues, the United Nations specialised agency for tourism has highlighted the importance of investments for building a more sustainable and resilient sector. The new cooperation agreement with CAF was announced against the backdrop of the FITUR trade fair in Madrid. Here, UNWTO welcomed high-level representatives from Member States of the region and from the private sector. For more information visit this link.

The joint plans will see the two organisations work together to develop a set of comprehensive tourism investment guidelines. The guidelines will be focused on five countries, namely Ecuador, Uruguay, Panama, and El Salvador in the Latin American region, as well as and Barbados in the Caribbean region.

UNWTO Secretary General, Zurab Pololikashvili, says: "Tourism is a recognised driver of sustainable development, growth and opportunity across the Latin American and Caribbean regions. With this new partnership agreement, UNWTO and CAF will work together to boost investment into the sector and to target it towards projects and initiatives that will make the biggest difference."

Alongside this, UNWTO and CAF will collaborate on the development of frameworks to attract, promote and retain foreign direct investment (FDI) towards sustainable tourism initiatives and to accelerate economic recovery and foster sustainability and resilience throughout the tourism sector.

Dr Konstantinos Kiousis
Lecturer

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

FINANCE

Boeing, the aircraft giant, reported a $650 million operating loss in the fourth quarter, surprising Wall Street analysts who expected a profit. The company tried to deliver the remaining backlog of 737 Max jets as well as to step up deliveries of the 787 Dreamliners, leading in this way to abnormal costs. In addition to those reports, Boeing had to shell out an unspecified amount of compensation to 787 customers whose deliveries were delayed by about a year. The company also warned that it will post a loss in the current quarter, although it did not give a range, bringing in this way a disappointment, as analysts have been forecasting the Boeing would report a narrow profit for the quarter. Shares of Boeing were down more than 3% after that guidance.

Boeing has reported only two profitable quarters in the nearly four years since the grounding of the 737 Max. After two fatal crashes that killed 346 people, the jet was grounded for 20 months starting in March 2019.

Then, the pandemic brought demand for flying and new aircraft to a near halt sparking the cancellation of hundreds of jet orders and the pileup of losses for Boeing. The company pointed out that this was the first full year of positive operating cash flow since the start of the 737 Max crisis. Boeing finally brought in $3.5 billion more cash than it spent, and the company reaffirmed its guidance for 2023 of positive operating cash flow of between $4.5 billion to $6.5 billion. For further information regarding what Boeing blames for its big loss, you can visit Link1, Link2 and Link3.

Azadeh OveisGharani
Lecturer

Areas of expertise:
Circular Economy, Regenerative Business, Sustainable Leadership, Business & Human Rights

ENVIRONMENTAL SCIENCE / FOOD SCIENCE

Eating Fossil Fuels. From the absence of fossil fuels in the early 19th century to recent rates, studies traced the increase of food production depending on overwhelming fossil fuels. To realise the growth, we can compare the world population. Between 1900 and 2000, the growth was 3.7 times to be exact. This was led by energy embedded in agrochemicals and in fuels directly consumed by machinery, see (1).

It should be remembered that most food growth is done with the sun and that external energy subsidies target those components of the food system where the greatest returns can be expected by reducing or removing natural constraints for example fertilizing, irrigating, providing protection against insects, fungi and competing plants, or by rapidly harvesting mature crops, see (2).

Our best data is available from the US, thanks to the widespread use of economies of scale, the direct energy use in food production is now on the order of 1% of the total national supply (see (3), but after adding the energy requirements of food processing and marketing, packaging, transportation, wholesale and retail services, household food storage and preparation, and away from home food and marketing services, the grand total in the US reached nearly 16% of the nation's energy supply in 2007 and now it is approaching 20 percent, see (4).

The components causing these risking energy need range from further consolidation of production and hence growing transportation needs and growing food import dependency, to more meals eaten away from home and more convenience foods consumed at home, see (5).

There are many arguments surrounding why we should not continue today's food producing practices. Agriculture's main contribution to the generation of greenhouse gases is the most often cited justification for creating different paths. However, modern crop cultivation, animal husbandry and aquaculture have many other unwanted environmental impacts, ranging from the loss of biodiversity to the creation of dead zones in coastal waters, on top of these, there are no logical reasons for maintaining our excessive food production which result in food waste. Many changes are desired and necessary, but how fast can they happen, and how radically can we reform our ways in reality? See (2).

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2. Vaclav Smil, How the World really works (Penguin Random House), (2022)P.64.
3. R. Ravelle and H. E. Suess, "Carbone dioxide exchange between atmosphere and ocean and the question of an increase of atmospheric CO2 during the past decades," Tellus 9 (1957) PP. 18-27.
4. Global Monitoring Laboratory, "Monthly average Mauna Loa CO2" (accessed 2020), Https://esrl.noaa.gov/gmd/ccgg/trends/.
5. J. Sharney et al., Carbon Dioxide and Climate: A Scientific Assessment (Washington, D C: National Research Council, 1979).

Dr Elif Vozar
Lecturer

Areas of expertise:
Tourism Management, Sustainable Tourism, Socio-cognitive Mindfulness Theory

TOURISM MANAGEMENT

The Journal of Policy Research in Tourism, Leisure and Events is a well-known journal in the field. Recently, they released a special issue entitled Festival Cities and Tourism Guest Edited by Greg Richards and Maria del Pilar Leal

Londoño. For this special issue, they provided open access for almost all of the articles included in the issue. This is a good opportunity to read these interesting publications.

Here are the links and details about the articles:

Festival cities and tourism: challenges and prospects
Greg Richards & Maria del Pilar Leal Londoño

Tensions and disputes over public space in festival cities: insights from Barcelona and Edinburgh
David McGillivray, Alba Colombo & Xavier Villanueva

Understanding the influence of place on festival making and artistic production in the local urban festival context
Danielle Lynch & Bernadette Quinn

Food festivals as builders of the image of a tourist destination
Maria del Pilar Leal Londoño, Alexandra Georgescu-Paquin & Jordi Arcos-Pumarola

Can festivals bring social change in an ECoC city? Emotional intelligence and willingness to volunteer among university students
Edit Kővári & Ágnes Raffay-Danyi

The experience of cultural festivals: evidence from Hong Kong
Greg Richards & Brian King

Book Review Doing gender in events: feminist perspectives in critical event studies
Marisa P. de Brito

INVITATION

We are thrilled to announce that we are going to publish selected articles of our students in the Gazette's "Week in Review" section in our next issues.

All students are kindly invited to send their original articles to Dr Farshad Badie:
farshad.badie@berlinsbi.com