

# 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 want to post a very didactic story: it is the "**Allegory of the Cave**".

The Allegory of the Cave is a philosophical concept presented by the ancient Greek philosopher Plato in his famous work "*The Republic*." It serves as an allegory, a symbolic narrative, to explain and explore the nature of reality, knowledge, and human perception. In the allegory, Plato describes a group of people who have been imprisoned since birth inside a dark cave. These individuals are bound in such a way that they can only see the back wall of the cave, and behind them is a fire. Objects are placed between the prisoners and the fire, casting shadows on the cave wall. The prisoners can only perceive these shadows, which they believe to be the entirety of reality. Plato then introduces the idea of a hypothetical escape of one of the prisoners. This person is freed from their bonds and ventures out of the cave into the outside world, which is filled with sunlight and a variety of objects. At first, this person is dazzled by the brightness and may find it challenging to adjust to the new reality. However, they gradually come to see the true nature of the world, realizing that the shadows in the cave were mere illusions and not the ultimate reality. The allegory symbolizes several philosophical themes: **Perception and Reality:** It suggests that what we perceive through our senses may not represent the ultimate reality but only a distorted version of it. The prisoners in the cave mistake the shadows for real objects, illustrating how our perceptions can be misleading.

### **Perception and Reality:**

It suggests that what we perceive through our senses may not represent the ultimate reality but only a distorted version of it.

## Photo of the Week



**Knowledge and Enlightenment:** The prisoner who escapes the cave represents the philosopher or the enlightened individual who seeks knowledge beyond ordinary sensory experience. This journey represents the pursuit of wisdom and the discovery of deeper truths about the world and ourselves. **The Role of Philosophers:** Plato argues that those who gain true knowledge (philosophers) have a responsibility to return to society and enlighten others. However, he acknowledges that it can be challenging for these enlightened individuals to communicate their insights to others who are still trapped in ignorance (symbolized by the prisoners in the cave). Overall, the Allegory of the Cave raises profound questions about the nature of reality, the limitations of human perception, and the transformative power of knowledge and philosophical understanding. It continues to be a thought-provoking and influential concept in the fields of philosophy, psychology, and education.



Quote of the Week

If at first the idea is  
not absurd, then there  
is no hope for it.

– Albert Einstein

# Article of the Week



**Dr. Anna Rostomyan**  
Lecturer

### Areas of expertise:

Psychology of Emotions, Business  
Communication Management, Emotion  
Management, HRM, Neuroleadership

## The Importance of Emotional Labour at the Workplace

Being humans, we almost always experience some sort of emotion or feeling. Moreover, our emotional states may vary throughout the whole day depending on the very many different external stimuli that we might perceive from the outward world. These processes may also greatly vary in line with our internal states, our aspirations, motivations, intentions, expectations, feelings, beliefs, and desires.

Nonetheless, at the workplace depending on the situation we are bound to control the outward expressions therein to cooperate efficiently and effectively extracting ourselves from the so-called emotional “white noise”.

Truly, the experience and expression of emotions comprises an extraordinarily wide routine that has an influence on our perception and performance. While cooperating with one another we voluntarily or involuntarily get involved in the transmission of emotions towards our interactants, which is usually being guided by certain predefined principles and display rules. Especially with certain professions, we must follow certain predefined rules on to what extent to show or suppress our emotions.

For this very reason, there has been coined a new term called “emotional labour”, according to which we are obliged to manage the expression of our emotions in business settings.

The main hypothesis of the present article is that due to appropriately and efficiently applying emotional labour, we stand a better chance of having better labour output.

The second hypothesis is that in case emotional labour not only includes suppression of emotions, but also expression of genuinely experienced emotions, there will consequently be a stronger bond between the interactants.

Thence, the present article discusses the relevance of emotional labour at the workplace and especially highlights its importance in distinct business situations.

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### Literature Review

Emotions are all in essence impulses to act for handling life that evolution has instilled in us. According to Daniel Goleman (1995) they are psychological and physiological processes that accompany us throughout our entire lives and there is almost always an action involved in every emotion.

This means that while cooperating, communicating and interacting with one another, we are primarily guided by our internal emotional states. Nevertheless, under certain situations, we must inhibit the outward expressions therein.

For this, a new term has been introduced to science, namely “emotional labour”, which indicates that people must act in certain ways in terms of expressing and suppressing their emotions according to their professions.

So, in fact, the term “emotional labour” was first coined by the sociologist Arlie Hochschild in her book “The Managed Heart” published in 1983.

According to the author, emotional labour referred to managing one’s very own emotions according to their profession (Hochschild, 1983). Hence, the author actually suggested that there are certain professions that require management of the expression of emotions.

In this connection, it is very crucial to note that we mainly speak about the management of the outward expression of emotions and not the internal emotion itself, since it goes beyond the management of the internal psychological suppression of emotions and is linked with our actual verbal and non-verbal behaviour that is tightly linked with our higher cognitive processes (Rostomyan, 2022a).

Thus, emotional labour, first introduced by A. Hochschild can be defined as “the management of feelings to create a publicly observable facial and bodily display” (1983, p. 7).



Consequently, emotional labour is the process of managing feelings and expressions to fulfill the emotional requirements of a certain job. More specifically, workers are expected to regulate the expressions of their emotions during interactions with customers, co-workers, colleagues, partners, clients, and also C-level managers. Ashforth and Humphrey (1993) also defined the act of displaying the appropriate emotion as emotional labour, which both emphasized verbal and non-verbal behaviour and was different from the experience of emotion and the actual expression of an emotion itself.

Meanwhile, Jordan et al (2008) also found that many employees were skillful at performing genuine emotional expression, which was the most effective form of emotional labour according to the author. So, they strongly believed that emotional labour is not only the suppression of emotions in business settings and at the workplace, but also involving the experience and outward expressions of truly felt genuine emotions that should also be a part-and-parcel of the professions therein. Truly, the expression of naturally felt emotions is probably the most common of these three strategies for emotional labour.

It goes without saying that while performing in a strict business setting, we are obliged to adhere to specific emotion expression management techniques and to suppress the expression of very strong emotions and demonstrate the so-called “Emotional Labour” at the workplace. So, basically, we can bring the examples of certain professions that have to perform emotional labour according to their professions, these are, for instance, flight attendants, customer service department assistants, economists, politicians, lawyers, educators, etc.

### Conclusion

In summary, emotions always guide us in a conscious or subconscious way, since we voluntarily or involuntarily are involved in the experience therein. They are actually instant plans for handling life that evolution has instilled in us that always accompany us. As for the business sphere, research has shown that there are certain professions that have to act in a certain manner according to their vocations, which has the utmost possibility of gaining a better picture of the outward situation at hand and coming up with the best possible decision and solution to take an action, especially in professional settings.

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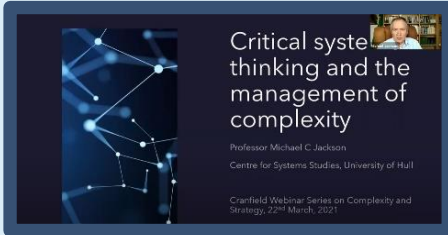
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# Websites of the Week

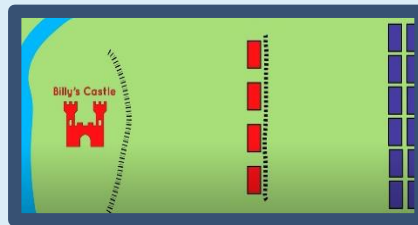
- [New Thinking: Types, Development and Tools](#)
- [Project Management for Companies](#)
- [What Is a Conceptual Framework?](#)
- [What Is a Collectivist Culture?](#)
- [The Psychology of Collectivist vs Individualistic Cultures](#)

# Books of the Week

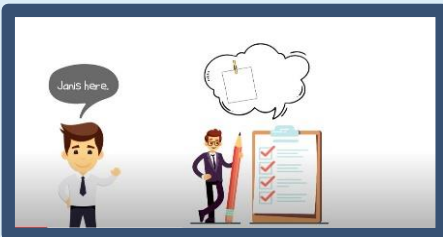
## Videos of the Week



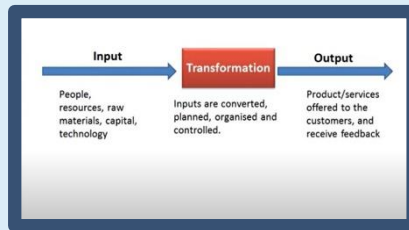
Critical Systems Thinking and the Management of Complexity



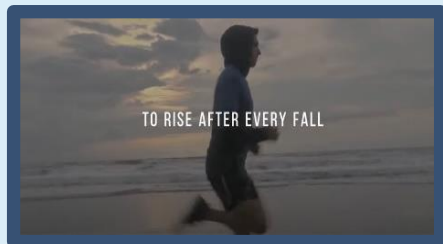
Tactical vs Strategic Victory



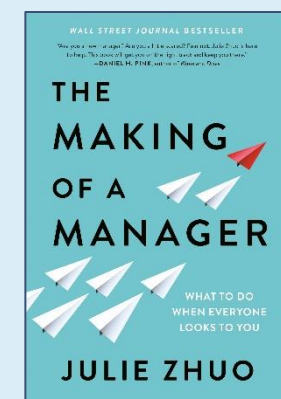
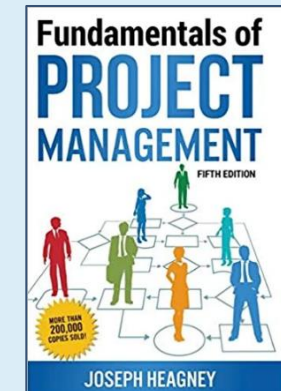
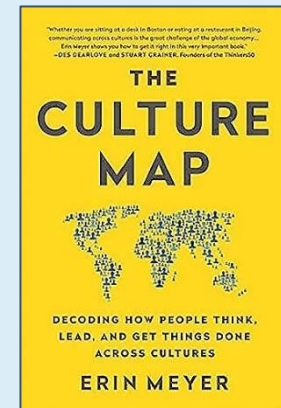
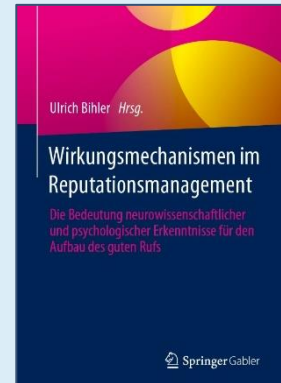
What is Tactical Planning



Management: Systems Theory



Mind Reprogramming



**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/COMMUNICATION**  
*Laughter/Psychological Health*

Laughter, an often unplanned and contagious manifestation of joy, offers considerable psychological benefits, not only for the person laughing but also for those around them. It is well known that laughter functions as a natural mood elevator, a stress management instrument, and a driver of improved social interactions. For one thing, laughter provokes the release of endorphins, the body's "happiness" chemicals.

These neurotransmitters are the source of emotions such as happiness, pleasure, and satisfaction. When we laugh, we not only experience joy ourselves, but we also transfer it to those around us, creating a positive and motivating atmosphere. This atmosphere helps to establish social relationships and facilitates exchanges between people. In addition, laughter is an effective tool for defusing tension. In stressful or uncomfortable situations, a timely burst of laughter can help relieve pressure and break down communication barriers, paving the way for more constructive and open dialogue. This is especially beneficial in group dynamics, where it fosters an atmosphere of collaboration and empathy. The communal joy and mutual involvement that laughter evokes also help to reinforce a sense of belonging and community among participants. In addition, laughter is an effective answer to stress and anxiety. It relaxes the body, lowers blood pressure, and reduces the concentration of stress hormones.

As a result, it helps us stay focused and think more clearly, which results in an overall improvement in mental abilities.

Observing another person's laughter can often trigger our own laughter, which creates a chain reaction of positive feelings and helps make a more peaceful and pleasant environment. Furthermore, laughter promotes a positive attitude and often encourages a change in perspective to view situations in a more cheerful manner. Observing another's laughter can subtly encourage us to question our own attitudes and offers us the opportunity to adopt a more optimistic and cheerful outlook on life. Finally, laughter serves as a social bonding agent. Shared laughter creates an atmosphere of solidarity and closeness between people. Whether it is a shared joke or a funny incident, laughing together can bring people closer together and foster a stronger sense of unity and mutual understanding. The power of laughter, therefore, lies not only in its healing and uplifting outcomes but also in its ability to spread positivity and community spirit.



**Dr. Kamyar Esmaili Nasrabadi**  
Lecturer

**Areas of expertise:**

Human Resource Management, Business  
Management, Tourism, Customs

**EMPLOYEE SUSTAINABILITY**

*Emotional Impulse Control: The Catalyst for  
Employee Sustainability*

In the pursuit of employee sustainability, one such critical element is Emotional Impulse Control, which serves as a keystone in developing individuals' emotional intelligence.

Emotional Impulse Control refers to the ability to manage and restrain impulsive reactions in the face of challenging situations or intense emotions. It is about pausing and responding thoughtfully rather than reacting impulsively. Employees who possess this vital skill can navigate stressful circumstances with composure, make rational decisions, and maintain healthy interpersonal relationships, all of which are crucial for a sustainable workforce. The role of Emotional Impulse Control in relation to EQ is fundamental. When employees can regulate their emotions and control impulsive behaviours, they are better equipped to handle conflicts and setbacks. This, in turn, leads to improved communication, reduced workplace tension, and enhanced collaboration. Furthermore, individuals with strong impulse control tend to demonstrate higher levels of resilience, adaptability, and self-discipline, making them valuable assets to any organization's longevity and success. Moreover, Emotional Impulse Control significantly contributes to employee sustainability. It helps prevent burnout and emotional exhaustion, as employees can manage stress effectively without letting it overpower their well-being. This, in turn, enhances employee retention and reduces turnover rates.

Moreover, Emotional Impulse Control significantly contributes to employee sustainability. It helps prevent burnout and emotional exhaustion, as employees can manage stress effectively without letting it overpower their well-being. This, in turn, enhances employee retention and reduces turnover rates. Moreover, when team members are emotionally in control, they can foster a positive work atmosphere, contributing to increased job satisfaction and overall productivity. Enhancing Emotional Impulse Control in employees can be achieved through various strategies. Firstly, promoting mindfulness practices can help individuals become more aware of their emotional states and thought patterns, allowing them to respond rather than react impulsively. Additionally, providing conflict resolution and emotional management training can equip employees with the tools to handle difficult situations constructively.

Furthermore, encouraging a culture of open communication and psychological safety enables employees to express their emotions without fear of judgment. When employees feel understood and supported, they are more likely to manage their impulses effectively.

Emotional Impulse Control serves as a linchpin in the realm of employee sustainability and overall emotional intelligence. By fostering this crucial component, organizations can create a workforce that is emotionally resilient, adaptable, and collaborative, thus paving the way for long-term success and growth. Cultivating Emotional Impulse Control among employees is an investment in the well-being of both the individuals and the organization as a whole, ultimately leading to a more sustainable and thriving work environment.

Links: [Link1](#), [Link2](#), [Link3](#).



**Moustafa Gaballa**  
Lecturer

**Areas of expertise:**

Tourism, Hospitality, Travel

**TOURISM**

Tourism leaders from across Africa have met to rethink and realign the sector's role as a driver of development and opportunity across the region.

At the 66th meeting of the UNWTO Regional Commission for Africa, Member States joined representatives from international organizations and the private sector to focus on opportunities around tourism jobs and investments while also recognizing the vital need to address challenges including the climate crisis. For more information visit the following [link](#).

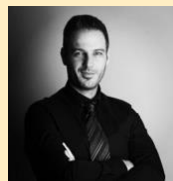
According to the latest UNWTO data, tourism across Africa is returning to strength following the unprecedented crisis caused by the pandemic. International arrivals across Africa were back to 88% of pre-pandemic levels at the end of the first quarter of this year. At the sub-regional level, North Africa is performing particularly strongly. Here, arrivals were 4% higher than the pre-pandemic levels of 2019 in the same period.

Globally international tourism receipts reached USD 1 billion in 2022, a 50% growth in real terms compared to 2021. Among African destinations with available data, Morocco and Mauritius notably exceeded their 2019 tourism receipts in the first quarter of 2023.

During the meeting members were provided with an overview of UNWTO's achievements over the past year, with a particular focus on core priorities for tourism in Africa:

- **Tourism Investments:** UNWTO presented a new set of Investment Guidelines for Mauritius, designed to connect investors with tourism projects in the country. The Guidelines follow on from similar publications focused on Tanzania, with editions for Malawi, Morocco, Mozambique, Namibia, Rwanda and Zambia in development. UNWTO has also held two Tourism Investment Forums in Africa.
- **Gender Equality and Youth Empowerment:** With tourism recognized for its unique ability to drive gender equality and empower African youth, Members were advised on the progress of the UNWTO Women in Tourism Leadership for Africa Committee, and the Organization's focus on education and training. Key achievements include the Travel Hospitality and Tourism Education Summit (Zambia, May 2023) and plans to open an International Academy in Nigeria.
- **Advocating for 'Brand Africa':** Members were provided with an update on UNWTO's work to empower African tourism professionals to take charge of the narrative, including through two editions of the Brand Africa Think Tank Dialogue and plans for a UNWTO Media Training Workshop.

In close collaboration with its Member States from across the region, UNWTO has also updated its Agenda for Africa – Tourism for Inclusive Growth. The revised roadmap reflects the new challenges of post-pandemic tourism and the priorities outlined by Members.



**Dr. Konstantinos Kiousis**  
Lecturer

**Areas of expertise:**

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

**SPACE TECH**

***Igniting the Future / Nuclear Engine to be Tested for Future Mars Missions***

Technology drives exploration as well as the space economy. NASA's Space Technology Mission Directorate (STMD) aims to transform future missions embarking on the next era of space exploration. NASA is advancing technologies and tests new capabilities on the Moon but many of the systems may prove critical at Mars missions as well. The Agency bolsters and funds diverse ideas from entrepreneurs, researchers and innovators as technology research and development occurs at centers, universities, national labs, and small businesses. NASA also leverages partnerships with other government agencies and commercial partners to quickly advance and demonstrate cross-cutting capabilities.

NASA in collaboration with the Defense Advanced Research Projects Agency (DARPA) announced recently that they are advancing toward the goal of the world's first in-orbit demonstration of a nuclear thermal rocket (NTR) engine via DRACO, the Demonstration Rocket for Agile Cislunar Operations. DARPA has finalized an agreement with Lockheed Martin for the company to begin work on the fabrication and design of the experimental vehicle and its engine. In other words, the DRACO program will test a nuclear-powered rocket in space as soon as 2027. NASA and DARPA partnered on the DRACO program to advance development of nuclear thermal rocket technology, supporting both agencies' goals. For NASA, nuclear propulsion is one of the primary capabilities on the roadmap for crewed missions to Mars, as a nuclear-powered rocket would allow for a shorter, faster trip to the Red Planet, reducing the mission's complexity and risk for the crew.

In addition to the DRACO program, NASA also works with the Department of Energy and industry on other space nuclear technology initiatives, including Fission Surface Power and a separate effort to explore possible designs for future nuclear thermal spacecraft. NASA is committing up to \$300 million toward the DRACO partnership. This includes up to \$250 million in costs for the design and development agreement for the nuclear-powered engine, as well as technical oversight and expertise from agency personnel.

For more information, please visit [Link1](#), [Link2](#) and [Link3](#).





**Dr. Mahmoud Manafi**  
Lecturer

**Areas of expertise:**

Human Resources Management, Marketing Management, Economics, Mathematics

**CINEMA**

**Movie of Zorba the Greek**

"Zorba the Greek" is a captivating and iconic film adaptation of Nikos Kazantzakis's novel of the same name. Directed by Michael Cacoyannis, the movie brings to life the enchanting and contrasting characters of the book. Released in 1964, the film stars Anthony Quinn as the charismatic Alexis Zorba and Alan Bates as the introspective Englishman who becomes captivated by Zorba's zest for life. The movie beautifully captures the essence of Greece, with its breathtaking landscapes, traditional music, and vibrant culture.

The film's central theme revolves around the dichotomy between Zorba's uninhibited, spontaneous nature and the more reserved, intellectual mindset of the Englishman. Through their encounters and experiences on the island of Crete, the movie explores the complexities of human nature, the pursuit of happiness, and the clash between tradition and modernity. With its lively and memorable dance sequences, the film showcases the liberating power of self-expression and celebrates the joy and vitality of life.

"Zorba the Greek" is a cinematic masterpiece that masterfully balances humor, drama, and poignant moments of introspection. Anthony Quinn delivers a magnetic performance as Zorba, exuding charisma and exuberance in every scene. The film's timeless message about embracing the beauty of life, living in the present moment, and embracing the complexities of human experience continues to resonate with audiences worldwide. "Zorba the Greek" remains a beloved classic that invites viewers to reflect on the deeper meanings of existence and find inspiration in the indomitable spirit of Zorba.

Links: [Link1](#), [Link2](#).



**Dr. Noah Mutai**  
Lecturer

**Areas of expertise:**

Applied Statistics, Econometrics, Business Analytics

**FINANCE**

**Credit Scoring: Unlocking Financial Possibilities**

Within the realm of finance, the concept of credit scoring assumes a critical position in the evaluation of the creditworthiness of both individuals and enterprises. This process enables lenders to make well-informed judgments regarding the extension of credit, the establishment of interest rates, and the mitigation of potential risks. By conducting a methodical assessment of numerous variables, credit scoring algorithms offer a dependable metric to gauge an entity's capacity to fulfill debt obligations. This article will delve into the fundamental aspects of credit scoring, underscore its significance, and elucidate its impact on our financial affairs.

Credit scoring is a statistical technique employed for appraising the creditworthiness of borrowers. This entails the examination of various variables and the allocation of a numerical value that indicates the probability of an individual or entity failing to fulfill their financial commitments. A higher credit score corresponds to a lower perceived level of risk. Maintaining a consistent track record of making timely payments for all outstanding debts, such as loans and credit card balances, is crucial for credit scoring. By consistently meeting payment obligations, individuals not only demonstrate their reliability but also positively contribute to their overall creditworthiness and credit scores. The concept of credit utilization examines the proportion of credit used compared to the total credit limit available. A lower utilization ratio suggests effective credit management, which has a positive impact on credit scores. The length of time an individual has been using credit also plays a significant role in credit scoring. A longer credit history provides a more comprehensive understanding of one's financial habits and can positively influence their credit score. Different types of credit, such as mortgages, car loans, and credit cards, can also affect credit scoring. Responsibly managing diverse forms of credit demonstrates adaptability and effective financial obligation management, potentially resulting in a higher credit score.

Frequent applications for new credit can be seen as a sign of financial uncertainty. Credit scoring systems assess the number of recent credit inquiries, and an excessive number of applications within a short period can negatively impact credit scores.

The utilization of credit scoring has become an integral component within our financial system, serving as a means for lenders to evaluate the level of risk associated with lending money. By doing so, lenders can make well-informed decisions while minimizing potential financial losses. Possessing a strong credit score can provide individuals with several notable advantages. Firstly, it increases their access to credit, allowing them to secure loans, mortgages, and credit cards more easily. Lenders are more inclined to extend credit to individuals with a proven track record of responsible financial behavior at favorable interest rates. Moreover, a higher credit score often results in lower interest rates on loans and credit cards. As a result, borrowers with good credit scores are perceived as less likely to default on payments, leading lenders to offer them better terms. Additionally, credit scores are frequently considered by landlords and property management companies when evaluating rental applications. Consequently, having a favorable credit score can significantly enhance an individual's chances of securing their desired rental property. Finally, certain employers may request access to credit reports during the hiring process, particularly for positions involving financial responsibilities. In such instances, possessing a positive credit score can improve one's employability and enhance their credibility.

For individuals seeking to enhance their credit score or maintain a favorable rating, several strategies can be beneficial. Making timely payments is crucial for sustaining a good credit score, and one can achieve this by setting up payment reminders or automatic payments to prevent missing due dates. Demonstrating responsible credit management involves keeping credit utilization below 30% of the available credit limit and aiming to pay off balances in full each month. Regularly monitoring one's credit report is important to identify any inaccuracies or discrepancies that could have a negative impact on the credit score. Promptly reporting any errors to credit bureaus is necessary to ensure an accurate representation of one's credit history. Lastly, it is advisable to avoid excessive credit applications and only apply for new credit when necessary.



**Engr. Dr. Fareed Hussain Mangi**  
Lecturer

**Areas of expertise:**

Renewable Energy, Energy Management,  
Industrial Energy Systems, Fluid Dynamics

**SUSTAINABILITY**

***Sustainability Literacy: Protecting Earth's  
Ecosystems Together***

**Sustainability Literacy:**

Sustainability literacy, sometimes referred to as eco-literate or ecological literacy, is the comprehension and knowledge of ecological ideas and principles that enables people to make rational choices and conduct responsible actions for the welfare of the world and its inhabitants. The United Nations states that one must comprehend the connections between people, natural resources, the environment, and development in order to become sustainability literate. This is only one example of what it means to be a person with sustainability literacy.

**Importance of Sustainability Literacy:**

Sustainability literacy may be used to solve a variety of environmental, social, and economic issues. Knowing the causes and effects of climate change equips people and communities to act by cutting greenhouse gas emissions, switching to renewable energy sources, and implementing climate resilience measures. It also helps in recognizing the value of biodiversity which results in prevention of the extinction of species and the destruction of ecosystems. People who are aware of the negative impacts of pollution are driven to decrease trash, practice effective waste disposal, and support laws for cleaner manufacturing and sustainable consumption. Responsible resource management is encouraged through sustainable literacy, which results in less use of scarce resources and the implementation of circular economy methods.

**Characteristics of Sustainability Literate Person:**

According to Dr. Tom Puk (a professor at Lakehead University, Canada), the ecologically literate person of the twenty-first century will be seen as the responsible, lifelong learner who works to better humankind's relationship with the environment and with oneself, as well as with other human beings, human groups, the biosphere, and the ecosphere. This person will continually strive for balanced growth across several dimensions, including cognitive, emotional, psychomotor, introspective, intuitive, aesthetic, social, creative, and spiritual, to find meaning and fulfillment.

The development of these traits will support the pursuit of valuable objectives throughout life. To accomplish this broad objective, they will:

- Seek information and understanding constantly to develop their natural curiosity and ecological consciousness.
- Adopt a reflective mentality and acknowledge the influence that their own personal story, intuition, and human knowledge—as well as its limitations—have on their choices and actions.
- Develop a feeling of self-direction by regularly evaluating their progress, creating new learning objectives, and tackling problems with resilience and enthusiasm.
- Uphold moral responsibility, guided by moral principles that promote meaningful relationships, social fairness, and environmental harmony, leading meaningful and virtuous life.
- Practice ecological responsibility by involving in eco-conscious behaviors in their everyday activities and by residing in peace with the natural environment.
- Strive for self-transcendence by realizing how their activities have an impact on more than just their own life by understanding how they are related to the larger human and natural communities.

**Instances of Sustainability Literacy Initiatives:**

Diverse projects and organizations are promoting the integration of sustainability literacy across multiple sectors. Incorporating environmentally friendly practices into the curriculum, green school programs have grown in popularity among educational institutions. Students that participate in these programs learn about sustainable agriculture, energy efficiency, waste reduction, and renewable energy sources at a young age.

Sustainable literacy is gaining ground in business as organizations realize how important it is for both consumers and staff. Businesses are putting sustainability training programs in place, creating eco-friendly goods and services, and adopting sustainable supply chain processes to align their operations with environmental responsibility.

Environmental NGOs are essential in advancing sustainable literacy. To promote responsible environmental practices and improve public knowledge of environmental concerns, they hold workshops, seminars, and community outreach programs. They do this by inspiring people to get involved in conservation initiatives on a personal and communal level.

Sustainable techniques in agriculture, such as organic farming, permaculture, and agro-forestry, are guided by sustainable literacy. These programs promote environmentally friendly farming methods while preserving biodiversity, maintaining healthy soil, and protecting natural resources.

For educating the public on the causes, effects, and mitigation measures of climate change, educational institutions are actively delivering these programs.

People are more likely to take action to combat climate change and have a good influence on the environment when they are informed about global warming.

Furthermore, ecotourism and responsible travel have become more popular in the tourist sector because of sustainable literacy. Travelers are looking for experiences that support sustainability and local communities since they are increasingly aware of their influence on the environment. This rising awareness promotes eco-friendly tourist practices that respect local customs and the environment.

**Conclusion**

We may achieve harmony with the environment by using sustainability literacy as a potent change agent. For a sustainable and resilient future, we must acknowledge our individual and communal contributions to preserving the Earth's ecosystems. We can all work together to build a world where people and the environment coexist, guaranteeing a healthier and brighter planet for future generations. This can be done by equipping ourselves and our communities with sustainability literacy.



**Sahar Shekaliu**  
Lecturer

**Areas of expertise:**

Communication Science, Social Media,  
Corporate Sustainability, Circular Economy

**SUSTAINABILITY/HRM**

***Sustainability and the Role of HR***

The role of Human Resources (HR) in sustainability has become increasingly critical as organizations worldwide recognize the importance of integrating environmental, social, and economic concerns into their operations. Sustainability aims to meet the needs of the present without compromising the ability of future generations to meet their own needs. HR plays a vital role in driving sustainability efforts within an organization through various key aspects:

**Talent Management:** HR is responsible for attracting, hiring, and retaining talent. In the context of sustainability, HR professionals can focus on recruiting individuals with expertise in sustainable practices and environmental stewardship. By hiring employees who are committed to sustainability, organizations can embed these values within their culture and practices.

**Training and Development:** HR plays a significant role in providing training and development opportunities for employees.

By incorporating sustainability training into the learning programs, employees can understand the impact of their actions on the environment and society. This fosters a sense of responsibility and encourages sustainable practices throughout the organization.

**Employee Engagement:** HR is instrumental in fostering a culture of sustainability through employee engagement initiatives. By encouraging employees to participate in green initiatives and corporate social responsibility programs, HR can create a sense of purpose and fulfillment among the workforce, aligning their personal values with the organization's sustainability goals.

**Sustainability Policies and Practices:** HR professionals are involved in designing and implementing sustainability policies and practices across the organization. From energy-efficient workplace strategies to waste reduction initiatives, HR can work with other departments to ensure sustainability principles are incorporated into day-to-day operations.

**Metrics and Reporting:** HR can collaborate with other departments to collect data and measure the organization's progress in achieving sustainability targets. By tracking key performance indicators related to sustainability, HR helps establish accountability and transparency, enabling the organization to assess its environmental and social impact accurately.

**Stakeholder Engagement:** HR can also be involved in engaging with stakeholders, including employees, suppliers, and communities, to communicate the organization's sustainability efforts and gather valuable feedback. This dialogue can lead to innovative ideas and collaborations that further enhance sustainability practices.



**Dr. Gemma Vallet**  
Lecturer

**Areas of expertise:**

Areas of expertise: Digital Branding & Marketing, Marketing Direction & Strategy, Innovation in Advertising & Media, eCommerce

**COMMERCE/AUTOMOTIVE/MOBILITY**  
*Why it is not sexy enough the use of the public transport for Germans?*

**A Matter of Status:**

To not use public transport is something really in the culture of western countries, specially in countries such as Germany where the car industry is part of their DNA, and of course, it is a matter of status. Owning a car is a symbol of status and success.

To use public transport is almost a taboo for a big portion of the German population, it is not well perceived. Some people will find that it is "uncool" and they don't want to be associated with this image.

**The Biggest Industry:**

Germany's automotive industry is the biggest industry sector in the country, with a turnover of 379.3 billion euros in 2020, which is around 20% of total German industry revenues.

It means that probably most of the Germans families are involved in this industry so it makes it really difficult to abandon the "family" habit of owning and driving a car.

It is also true that sometimes it is a question of convenience to not use public transport, because the public transport is not well-developed or if there are issues with the frequency of services. And Germany is one of those countries built for cars, with fabulous free roads and motorways. It is a paradise for the one's that love driving.

Some facts and figures according to The Federal Statistical Office of Germany about the use of public transport in this country:

"Passenger numbers rose by 29% to nearly 10.2 billion in 2022 compared with the previous year, as is reported by the Federal Statistical Office (Destatis) on the basis of provisional results. The figure was however still 14% lower than in the pre-crisis year of 2019."

**How to Promote the Use of the Public Transport in the Land of Volkswagen:**

For a long time, there was a clear lack of good advertising and promotion in Germany to promote the use of public transport. Private car manufacturers and the automotive industry, in general, invest heavily in advertising to create a positive image around car ownership. Public transport, on the other hand, may not receive the same level of promotion, leading to a lack of public interest or excitement. Car industry is well-known for being one of the major media advertising investors. It is almost impossible or quite hard to compete with this strong rival.

**Mobility and Consumer Rights in Germany:**

Probably one of the most powerful insights or reasons why to use and appreciate public transport is for its environmental benefits and cost-effectiveness. The perception and attitudes towards public transport can change over time as societal values and priorities evolve with proper educational marketing campaigns that must be run as always on campaigns.

**Climate Crisis Forces Governments and Citizens to Adopt Smart and Sustainable Mobility:**

The car industry is one of the largest sources of greenhouse gas emissions, particularly carbon dioxide (CO<sub>2</sub>). According to the International Energy Agency (IEA), the transportation sector, which includes cars, contributes to approximately 23% of global energy-related CO<sub>2</sub> emissions. The car industry is suffering nowadays from one of its major transformations in order to support countries to achieve their goals of carbon footprint.

Innovation is key to reach these goals and to compete with so many different and smart ways of sustainable mobility like bikes, electric scooters, car sharing, public transport, cable cars, robotaxis, etc.

**Initiatives that Challenge the Status Quo to Accelerate a More Sustainable Mobility: The Deutschlandsticket:**

Thanks to the 9-euro ticket that could be purchased during a three-month period, and its successor, the Deutschlandsticket or "49-euro ticket", that's making public short-distance passenger transport more attractive since 1st of May 2023, there was high increases in the use of public transport in the 2nd and 3rd quarter of 2022.

The "49-euro ticket" campaign is the "secret" weapon of the Federal Government of Germany to drive this country and its citizens to a more sustainable mobility... and reduce carbon footprint in an accelerated way.



**ENDNOTES**

1. Statista. "Public transportation in Germany". [Access on 3rd August 2023] [link](#)
2. Destatis. "Number of passengers up 29% in regular bus and rail transport in 2022". [Access on 3rd August 2023] [link](#)
3. Fabit. "Everything you need to know about the "Deutschlandsticket" (49-Euro-Ticket)". [Access on 3rd August 2023] [link](#)
4. Statista. "Ranking of car manufacturers with the highest gross advertising expenditure in Germany in 2021" [Access on 3rd August 2023] [link](#)



**Dr. Elif Vozar**  
Lecturer

**Areas of expertise:**

Tourism Management, Sustainable Tourism, Socio-cognitive Mindfulness Theory

**ENVIRONMENTAL LITERATURE / TOURISM STUDIES**

**Free access to Two Interesting Articles**

The publishers of Journal of Policy Research in Tourism, Leisure and Events made two articles from their current issue free to access for a limited period. It is worth having a look at these articles:



1. The first one is entitled "The influence of political connection on environmental investment: evidence from China tourism-related listed companies" written by Jingwen Lin & Rongteng Zhang. You can find it following the present [link](#).
2. The second one is entitled "The impact of role ambiguity on future volunteering: A case study of the 2017 European Youth Olympic Winter Festival" written by Niki Koutrou & Serkan Berber. You can find it following the present [link](#).

Especially the study of Koutrou and Berber (2021) provided useful results for the event studies literature as they explored the relations between festivals and volunteering. It is beneficial to understand the impact of festivals on future volunteering in terms having engagement ideas and awareness.

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## FROM OUR STUDENTS



**Artem Lomakin**  
CUC MBA master

### Areas of expertise:

MBA, international relations, global governance, secure governance

### BUSINESS ADMINISTRATION

*MBA: Turbulence Synchronization*

"Change takes courage."  
— Alexandria Ocasio-Cortez

The phenomenon of "business administration" is a creative process, implementation and control of certain rules of work of the management object for the implementation of its competences in business, i.e. the totality of all formalized actions of the management object in one way or another. The essence of manifestation and peculiarities of the processes of administration of modern management in conditions of chaotic type of business environment are determined by the fact that in it continuously and inextricably coexist the beginnings that are opposite in their nature of origin - order and chaos and at the same time by the nature of their manifestation, purpose and incompatible by methods (technologies) of work with them.

Some of them (factors of striving for order) are caused by traditions of using formal power, requiring certain unambiguity, good predictability and controllability, orderliness, one-man rule, and others - by mechanisms of informal leadership, leading to the emergence of everyday or systemic chaos, potency for renewal and continuous change. At the same time, in the practice of the modern business world, the use of administration as part of the organisation's management processes is sometimes a key aspect of achieving efficiency and effective use of all resources to form directions and processes of development.

Links: [Link1](#), [Link2](#), [Link3](#).



**All students are kindly invited to send their original texts to the Associate Editors: either to Dr. Farshad Badie to the email address**

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