BSBI Gazette

Editorial

Professor Dr Kyriakos Kouveliotis

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

For this week's Editorial, here is a great inspirational poem by B. J. Morbitzer, called: "A Time to Believe"

To believe is to know that
every day is a new beginning.
Is to trust that miracles happen,
and dreams really do come true.
To believe is to see angels
dancing among the clouds,
To know the wonder of a stardust sky
and the wisdom of the man in the moon.
To believe is to know the value of a nurturing heart,
The innocence of a child's eyes
and the beauty of an aging hand,
for it is through their teachings we learn to love.
To believe is to find the strength
and courage that lies within us
When it's time to pick up
the pieces and begin again.
To believe is to know
we are not alone,
That life is a gift
and this is our time to cherish it.
To believe is to know
that wonderful surprises are just
waiting to happen,
And all our hopes and dreams are within reach.
If only we believe.

Photo of the Week

BSBI's Academic Development and Academic Support Awards Ceremony (12 January 2023)

Inspirational Quotes

Even while they teach, men learn.
—**Seneca the Younger**

It's fine to celebrate success but it is more important to heed the lessons of failure.
— **Bill Gates**

A bird doesn't sing because it has an answer, it sings because it has a song.
— **Maya Angelou**

If you surrender to the wind, you can ride it.
— **Toni Morrison**

> **"**
>
> Those who dare to fail miserably can achieve greatly.
>
> — **John F. Kennedy**

Article of the Week

Dr Farshad Badie
Vice-Dean of Computer Science and Informatics & Postdoctoral Centre Coordinator

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

From Taylorism to Fordism

Fordism, named after the American industrialist "Henry Ford", is a system of mass (and continuous as well as standardised) production that emphasizes the use of assembly line techniques and the division of labour. It was first implemented in Ford's automobile factories in the early 20th century and quickly spread to other industries, becoming a dominant model of industrial production.

Taylorism, named after "Frederick Winslow Taylor", is a system of *scientific management* that emphasizes the use of time and motion studies to increase efficiency in the workplace. It can be interpreted that "scientific management" is concerned with how scientific analysis (based on scientific techniques) can support strategical aspects of "management". Taylor developed his ideas in the late 19th and early 20th centuries, and they were also quickly adopted by industry (in different contexts).

"Education is preeminently a matter of quality, not amount."

— Henry Ford
Source: *Ford News*

The two systems of Fordism and Taylorism have many similarities, as both focus on increasing efficiency and productivity through the use of specialized labour and the application of scientific principles. However, Fordism is characterized by the use of assembly line techniques and the mass production of standardized products, while Taylorism is characterized by the use of time and motion studies to analyse and optimise work processes.

Fordism became heavily influenced by Taylorism, as the principles of scientific management were applied to the assembly line process. By breaking down the production process into smaller tasks and assigning each task to a specialized worker, Ford was able to increase efficiency and productivity in his factories. Taylor's time and motion studies were used to analyse and optimise the assembly line process, further increasing efficiency.

The combination of Fordism and Taylorism led to a significant increase in productivity and efficiency in industry, and it also had a profound impact on the workforce. It led to the standardization of work and products, as well as the deskilling of the workforce, as workers were trained to perform specific tasks on the assembly line.

In conclusion, Fordism and Taylorism were two operational systems that emerged at the turn of the 20th century. They both have had a profound impact on the way the industry operates. Fordism, which focused on the use of assembly line techniques and the mass production of standardized products, became heavily influenced by Taylorism, which emphasized the use of time and motion studies to increase efficiency in the workplace. Together, these systems led to a significant increase in productivity and efficiency in industry, but also had an impact on the workforce.

"Our modern industrialism, changed to motives of public service, will provide means to remove every injustice that gives soil for prejudice."

— Henry Ford
Source: *Ford News*

Here are some good books and articles:

- Ford and Just-In-Time
- Greasley, A. (2013) Operations management. 3rd ed. Chichester, West Sussex, United Kingdom: John Wiley & Sons Inc
- Henry Ford Biography; Corporate.ford.com
- Industrial Revolution; Britannica
- Taylorism, Fordism, Toyotism; The Economic Society, SRCC
- Taylorism; Britannica
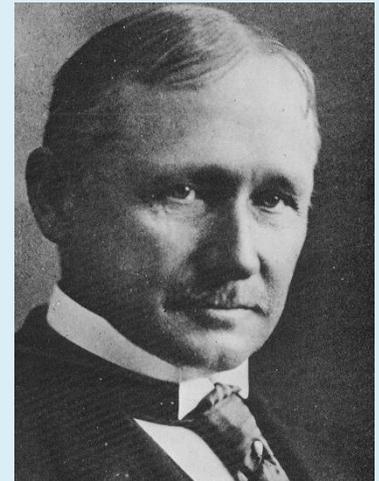
Frederick Winslow Taylor (1856 - 1915)
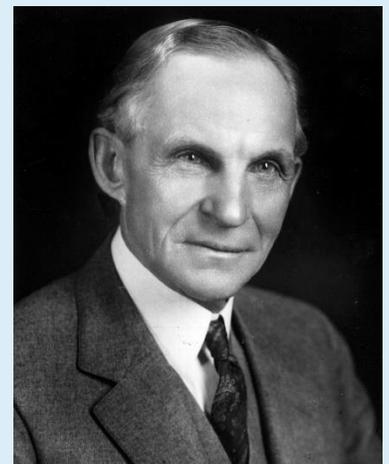
Henry Ford (1853 - 1947)

"In the past the man has been first; in the future the system must be first."

— Frederick Winslow Taylor
The Principles of Scientific Management

Websites of the Week

Books of the Week

Videos of the Week

11 Habits of Effective Managers

Let's Watch it Everyday
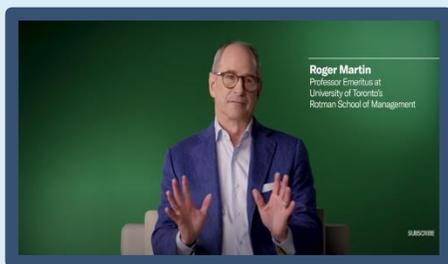

A Plan is Not a Strategy

Failure?!!!

What is Data?
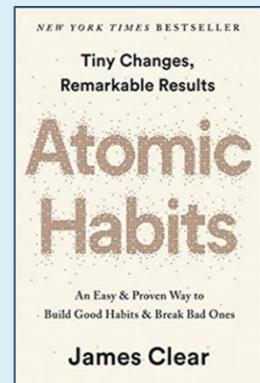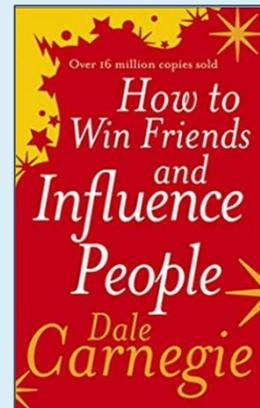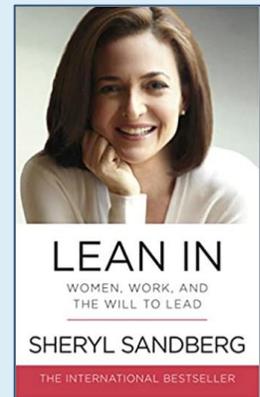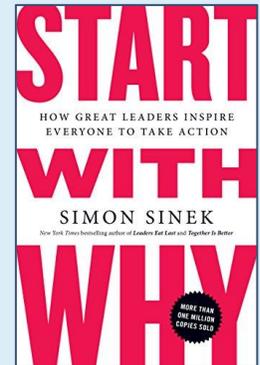
BERLIN SCHOOL OF BUSINESS & INNOVATION

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

MYTHOLOGY / AESTHETIC SURGERY

Mythology and Aesthetic Surgery. Nowadays, plastic surgery has become an important part of many people's lives, as it fulfils the desire of youth and beauty. The term has been derived from the Greek word 'pastikos' which means to mold or give form. All throughout the past centuries, cosmetic surgeons have been performed to serve different goals; for instance, during the World War II, patients with facial injuries had innovative surgeries and new methods of treatment.

Simultaneously, some of these operations had medical purpose and some others were to serve only beauty purposes. Moving forward in time shows that medical surgeons found vast versatility in the field of performance, from changing patients' faces to sex reassignment. Attempting to find the reason behind why plastic surgery in increasing day after day, enthusiasm for looking young eternally has become important to people. As it can be studied, in Greek mythology none of the gods and goddesses were scared of death, as they believe in the eternal afterlife. As Edith Hamilton says: "We don't really act as if we believed in the soul's immortality and that is why we are where we are today" because people living in the modern world do not behave like the great heroes.

A brief history of plastic surgery, from ancient Egypt to Beverly Hills - CNN Style

Book: Mythology: Timeless Tales of Gods and Heroes by: Edith Hamilton

---

Dr Mariusz Dramski
Dean of Computer Science and Informatics

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

EDUCATIONAL SYSTEM / ERASMUS+

Erasmus+ horizontal priorities. Erasmus+ projects must be in line with the priorities published by the European Commission. We usually divide them into two types: sectoral and horizontal. Let us pay particular attention to the horizontal priorities, which are the most important from the point of view of the European Union. The first one is "inclusion and diversity". It promotes equal opportunities and access to education for all concerned. The aim of the European Commission is to equalize opportunities for people affected by disabilities, health problems, cultural or social barriers, as well as geographical and economic ones. The second horizontal priority is "Digital Transformation". It is particularly important, especially in relation to the COVID-19 epidemic as well as the principles and goals of sustainable development. Another priority is "Environment and fight against climate change". There is no need to explain what it means. However, it is worth emphasizing the special role of primary schools in shaping the ecological awareness of young people. The last of the horizontal priorities is "Participation in democratic life, common values and civic engagement". It is of particular importance to the European Union because it aims to familiarise citizens with the ideas, institutions and objectives of the European Union. It encourages the active participation of citizens in all initiatives, both at regional and national or even European level. All horizontal priorities are characterised by the fact that they are, in principle, constant throughout the duration of the Erasmus+ programme. Every worthwhile project should take into account at least one of these priorities.

Dr Kamyar EsmaeiliNasrabadi
Lecturer

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

HUMAN RESOURCE MANAGEMENT

As discussed in the past, communication is the heart of all matters related to human resources. In this edition and a few others in the future, we will review important points in this field. The secret to a great employee experience is perfect communication. When you hear the term 'employee experience', you might visualise a number of things in your mind, such as, free cake in the lunch room, the latest-model laptops, dog-friendly offices, unlimited annual leave. These are all nice perks. But smart HR managers know that one thing can increase employee engagement more than any of those 'nice-to-haves' and that thing is 'great internal communication'. When a business communicates well with its employees (and, also, employees communicate well with the leadership as well as to each other) it would have a huge impact: People understand the organisation's mission and their contribution to it. Also, they show up ready to do their best work and help others to succeed. In addition, they stay with the organisation for a longer period and want to develop and progress. Finally, they go the extra mile for customers, boosting the customer experience. In opposition, a business that communicates poorly: People feel that they are disconnected from the organisation, its leadership, and its mission. Also, People do not have the information that they need to do their best work based on. Moreover, they are unengaged and move on faster. It is worth mentioning that customer experience would also suffer. Furthermore, recruitment, onboarding and training costs would be highly negatively affected. Internal communication is important for building a culture of transparency between management and employees, and it

can engage employees in the organisation's priorities. Employee engagement in the management literature is defined as the degree to which an individual is attentive to and absorbed into the performance of their roles. Engaged employees often feel empowered, involved, emotionally attached, and dedicated to the organisation, and excited and proud about being a part of the organisation. At this link, you can read an article titled "COMMUNICATION IN THE WORKPLACE: GUIDELINES FOR IMPROVING EFFECTIVENESS" written by Akua Ahyia Adu-Oppong & Emmanuel Agyin-Birikorang.

Dr Anastasios Fountis
Head of Undergraduate Studies

Areas of expertise:
Business, Cybernetics, STEM

CO-OPETITION
The term "co-opetition" (sometimes spelled "coopertition" or "co-opertition") was created as a neologism to characterise competitive activities that involve many parties working together. The term "co-opetition" is a portmanteau that combines the words "competition" and "cooperation." Game theory is a branch of mathematics that became more prominent after the publication of the book Theory of Games and Economic Behavior in 1944 and the works of John Forbes Nash on non-cooperative games. Game theory contains descriptions of the fundamental principles underlying competitive cooperative structures. Competition between organisations can take place either between organisations or within organisations. Throughout the course of history, the idea of co-opetition as well as the phrase and its various iterations have been re-invented on multiple occasions.

Co-opetition is based on an economic theory called mechanism design theory aims to investigate the methods through which a specific end or result can be attained. The mechanism design theory is a framework for comprehending how businesses might accomplish their goals when obstacles like vested interests and inaccurate information may stand in their way. The theory, which derives from game theory, explains how individual incentives and motives can be used to a company's advantage. The founders of the theory were given the Economic Sciences Nobel Prize in 2007. So, the mechanism design theory is employed in economics to investigate

the procedures and systems that lead to a given result. Basically, it is an inverse problem of game theory as it starts at the end of the game, then goes backwards and therefore it is also called reverse game theory.
Sources: Link1, Link2, Link3

Mostafa Gaballa
Lecturer

Areas of expertise:
Tourism, Hospitality, Travel

TOURISM
From Austria to Vietnam, 32 destinations from all around the world have been named as 'Best Tourism Villages 2022' by the World Tourism Organization (UNWTO). The accolade recognises rural destinations that are embracing tourism as a driver of development and new opportunities for jobs and income, while preserving and promoting community-based values and products. The initiative also recognises villages for their commitment to innovation and sustainability in all its aspects – economic, social and environmental – and a focus on developing tourism in line with the Sustainable Development Goals (SDGs).

In 2022, a total of 32 villages from 18 countries across the five world regions were awarded the recognition. The villages were evaluated by an independent Advisory Board based on a set of criteria covering nine areas: Cultural and Natural Resources, Promotion and Conservation of Cultural Resources, Economic Sustainability, Social Sustainability, Environmental Sustainability, Tourism Development and Value Chain Integration, Governance and Prioritization of Tourism, Infrastructure and Connectivity and Health, Safety, and Security. For more information click here.

Secretary-General Zurab Pololikashvili said: "For rural communities everywhere, tourism can be a true gamechanger in providing jobs, supporting local businesses, and keeping traditions alive. The Best Tourism Villages by UNWTO showcase the power of the sector to drive economic diversification and create opportunities for all outside of big cities."

A total of 136 villages were put forward for consideration by 57 UNWTO Member States (each Member State could nominate a maximum of three villages) for the 2022 edition. From these, 32 were recognised as the Best Tourism Villages by UNWTO.

Dr Konstantinos Kiousis
Lecturer

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

SPACE INDUSTRY
After a year full of historic launches and monumental discoveries, NASA's Kennedy Space Center in Florida looks ahead in 2023 trying to build on its accomplishments. The launch of the Orion spacecraft on Artemis I on November 16th 2022, marked a major step forward as the agency pursued its exploration plans from Moon to Mars. The development for the crewed Artemis missions is underway at the spaceport, while the Orion crew and service modules for Artemis II are already at Kennedy, along with the crew module for Artemis III. Both will continue assembly and processing during 2023. In addition, the newly arrived Space Launch System core stage engine section for Artemis III - the mission set to return humans to the surface of the Moon - will undergo assembly and outfitting activities at the Space Station Processing Facility. With Artemis missions, NASA plans to land the first woman and first person of color on the Moon, using innovative technologies so as to explore more of the lunar surface than ever before. This will lead to the next giant leap: sending the first astronauts to Mars.

Artemis is the twin sister of Apollo and the goddess of the moon in Greek mythology. Now, she personifies our path to the moon as the name of NASA's efforts to return astronauts and a new wave of science payloads and technology demonstrations to the lunar surface. With Artemis, Nasa is going to demonstrate new technologies, capabilities, and business approaches needed for future exploration including Mars, as well as to study the Moon to learn more about the origin and history of our solar system. Artemis missions will broaden commercial and international partnerships and may inspire a new generation by encouraging careers in STEM. For further information, you can visit Link1, Link2 and Link3.

Dr Maryam Mansuri
Head of Postgraduate Studies

Areas of expertise:
Virtual Education, Management, Trend and Forecasting

E-LEARNING

A very general overview of e-learning development from the 20th century. E-learning, or electronic learning, has its origins in the early days of computer technology. The earliest forms of e-learning can be traced back to the 1960s, when educational programs were first developed for use on computers. These early programs were primarily focused on providing educational content for students. They were also typically used in classroom settings. The capabilities of e-learning have advanced in parallel to computer technologies. The development of the internet in the 1990s allowed for the creation of online educational resources and the delivery of online courses. This marked the beginning of the modern e-learning era, and the rise of distance learning and online education. In recent years, e-learning has continued to evolve and expand, with the advent of new technologies such as mobile learning and virtual reality. These new technologies have opened-up new possibilities for e-learning, allowing for more interactive and immersive educational experiences. Additionally, the COVID-19 pandemic has accelerated the adoption of e-learning, as it became a necessity for many institutions to quickly adapt to remote teaching and learning.

For more information click here Link.

Azadeh OveisGharani
Lecturer

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

NATURAL LANDSCAPES / MANUFACTURING

Tesla Gigafactory: Clearing 70 Hectares of Grünheide in Brandenburg. Fragrant pine and forests, crystal-clear lakes and mysterious marshes, extensive river valleys with wide

meadows and floodplains - Brandenburg is rich in natural landscapes, shines with a wealth of species and scenic beauty. Eleven natural parks, three biosphere reserves and the Lower Oder Valley National Park preserve the Germany's most valuable natural treasures.

Tesla Gigafactory Berlin is expanding, and progress on development has officially begun. Tesla already owns 300 hectares of land in Brandenburg which was also a forest at the beginning. The new project will clear an additional 70 hectares of forest at the property. This raises the questions how much of production is estimated? What are the reasons for expanding the factory and what are the environmental factors to be analysed?

In the third week of December 2022, Tesla announced that it had produced 3,000 vehicles in one week at the Gigafactory Grünheide for the first time. For which 5,000 vehicles were originally planned by the end of 2022. These goals contradict the Bild newspaper report on 29th December 2022, that Tesla is currently only bringing its finished vehicles to a parking lot at Schönefeld Airport to park them there.

The association for nature and landscape in Brandenburg rejects further expansion of the Gigafactory. There is also a lack of fire protection measures. "Tesla does not control the current production," said the union from Grünheide in a statement. "There are always disruptions in operations that pose a risk to people and the environment." There were already fires during the construction phase, most recently there was an incident on the Tesla site at the end of September 2022.

Dr Schorcht is an environmentalist, who studied biocybernetics and medical technology at the TU Ilmenau said: "We are still concerned that the water will be endangered," he explains, "through pollution and accidents. The problem of accidents is far from clear. And of course, there is industrialisation like in the 18th century." He criticises that an entire region is being completely turned inside out: "This is for a technology that we don't know how secure it is for the future.

Schorcht lives a little over a kilometre from the car factory, observing Tesla's activities. It is important to him that one remains politically neutral, he emphasizes. As a citizen's initiative, he repeats, nobody, really nobody, wants to be offered a stage - neither the activists of the "last generation" nor the right-wing populists of the AfD.

"We are really strengthening the spirit of resistance. Citizens must be more involved in such processes,". "It's not okay for capital to be invested here because you can't or don't want to invest it in Russia or China anymore, and that you destroy the whole of nature here, over the heads of the people."

is already taking place for Tesla. What are the risks we are taking in the name of technology and how do we contribute to the goals of Sustainable Development Goal by 2030 which were adopted by all United Nations Member States in 2015.

Here is some more information on this:
Link1, Link2, Link3, Link4, Link5, Link6

Dr Olufunke Mercy Popoola
Lecturer

Areas of expertise:
Microeconomics, Energy Economics, Sustainability, Finance

SUSTAINABLE AVIATION

Sustainability is everyone's business. The use of sustainable aviation fuel will result in the decrease of fossil fuels with sustainable alternatives over the long term. The Lufthansa Group airlines plan to have at least 190 fuel-saving aircrafts in service by 2030. This is a critical investment in the future as it will allow causing a reduction in CO_2 emissions and kerosene consumption.

Firms are now ensuring they have complete control of their energy sourcing. The Lufthansa group is planning to bring climate protection and aviation together. In this way, they will make flying at least more sustainable every time. Since 2019, they have been equalizing the CO_2 emissions of its employees' business-related air travel through certified climate-carbon offset schemes.

Under the ecological and economic aspects, the Lufthansa Group is currently maximizing all its flight operations and its existing fleet. They are one of the world's largest buyers of sustainable Aviation fuel (SAF), which is necessary for CO_2-neutral flying.

In 2019, the Lufthansa Group purchased 27 new aircrafts that emit up to 25% less emission than other aircraft types. Also, by using 100% recycled PET water bottles at Eurowings, roughly 6 tonnes of new plastic were saved. Furthermore, they have participated in research and the use of alternative fuels like signing a declaration of support with the Heide refinery to purchase environmentally friendly, synthetic kerosene and a statement of support for the Power-to X (PtX) initiative, together with the Brandenburg state, several leading firms and research institutes.

In 2021, they reduced the volume of food waste at Lufthansa German Airlines, SWISS, and Austrian Airlines with improved algorithm-based demand planning and discounts on the final to

flights of the day at Eurowings. The Eurowings on-board magazines are now printed on 100% recycled paper. The Lufthansa Group has also changed to reusable cutlery and dishes in SWISS economy class.

For more information, see

- #MakeChangeFly: Lufthansa Group informiert weltweit über nachhaltigere Luftfahrt - Lufthansa Group
- LH-Factsheet-Sustainability-2019.pdf (lufthansagroup.com)
- LH-Factsheet-Sustainability-2021.pdf (lufthansagroup.com)

Dr Palanivel Rathinasabapathi Velmurugan
Lecturer

Areas of expertise:
Finance; Human Resource Management; Mixed Research Methodology

FINANCE
Most Europeans say that their living standards have already declined. The cost-of-living crisis triggered by the Ukraine war, the energy crunch, surging inflation, and the coronavirus pandemic has become the greatest worry for European Union citizens, according to a new Eurobarometer that shows 45% of respondents are currently having "some" or "a lot" difficulties with their personal income.

The poll speaks of a "polycrisis mood" across the continent. Additionally, 46% of Europeans admit their standards of living have already decreased because of the mounting crises while 39% expect to see a decline sometime this year. Just 14% do not anticipate any sort of change or impact.

The countries where the perceived drop in living standards has been most pronounced are Cyprus (70% of respondents say standards have "already been reduced"), Greece (66%), Malta (65%), France (62%), and Portugal (57%), the report shows.

People in Nordic countries are the most comfortable with their present income – 87% in Sweden, 86% in Denmark, and 84% in Finland, while only 21% in Greece and Bulgaria are satisfied with their earnings.

More worryingly, 30% of respondents admit that they struggle to pay their monthly bills "from time to time" and 9% say this is the case "most of the time." Once again, Greece and Bulgaria

The remaining point is whether the same environmental issues are observed in other countries such as China where manufacturing report the greatest share of the population going through this kind of hardship, with 86% and 64% respectively.

Overall, 56% of Europeans express dissatisfaction with the measures taken at the EU level to tackle the rising costs of living, while 64% feel the same about the actions of their national governments.

In total, 93% of poll participants say they are worried about the cost-of-living crisis, including surging food and energy prices. Poverty and social exclusion (82%), climate change (81%), and the possible spread of the Ukraine war to neighbouring countries (81%) also represent sources of anxiety among EU citizens.

Source: www.euronews.com

Flavio Andrew Santos
Lecturer

Areas of expertise:
Behavioral Economics in Tourism, Behavioral Pricing, Decision Making, Revenue Management

BRAND CREATION
4 BASIC TIPS FOR STRONG BRAND CREATION (By Flavio Andrew do Nascimento Santos/PhDc is Lecturer at Digital Marketing Solutions Sumit). Creating a brand is a process that can often be painful, and we have the notion that everything good has already been created, and that there is nothing else left for the new brands.

With this feeling of exhaustion, there is a fantastic article written by Jennifer Murtell on the American Marketing Association´s blog, asking the question: Do we really need more brands? In short, there is no clear answer to this question, but facts are facts: over 60% of consumers look for brands they can trust before they look at the price. Therefore, if your brand is your voice, we should build a brand that people can trust.

To do so, here are four simple tips for strong brand creation. And here, a 'strong brand' is a brand that people can trust, especially after the pandemic, where trust has a very different meaning. Janet Balis, in the 10 Truths About Marketing After the Pandemic, from The Harvard Business Review calls our attention to an important shift: the old truth is that your brand should stand behind great products. The new truth is that your brand should stand behind great values. Creating great value leads

our number 1 tip: it needs to be clear. You can find the full article on this link.

BERLIN SCHOOL OF BUSINESS & INNOVATION