

# The Sextant

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Part-time studies increasingly popular



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## Managing the Millennial Career

The numbers opting to study part-time continues to rise. These students need then to manage not only the expectations of lecturers but also the ever-increasing demands of their employers. Often, employers look for young, highly educated, multilingual and specialised all-rounders with possibly several years of working experience. Facing this uniquely difficult challenge is a real struggle for many young people, especially in the international market where the competition is even higher. As a result, many students keep on working during their studies while also trying to squeeze in as many international experiences as possible, whereas mostly the semester abroad is hard to combine with the part-time job. So how does the millennial generation prepare for this economy that is clamouring for these young and international talents?

For Jimmy Bumann (see box), the motto for mastering this challenge is going out of your own comfort zone. "You need to try as many new things as possible. For example, during my Graduate Talent Programme at the UBS, I had the choice to continue working in Zurich or go to Geneva. As my French skills were not very strong at the time, I was recommended to stay in Zurich. However, with the support of my boss I decided to face this challenge and went to Geneva in order improve my French skills." He adds that this motto also counts for applying for jobs where you do not fulfil all the requirements. "Young people should not be afraid to try, even if you do not have the required skill set yet. You should be dynamic, flexible and confident about yourself. You need to fit your skill set within the demanded requirements and sell your own unique selling point like hotcakes."

For Taulant Gashnjani (see box), being flexible and dynamic is the be-all and end-all to suc-

ceed in the jobs market. "At the age of eight, my family and I migrated to Switzerland from Kosovo. I integrated quickly by being dynamic and flexible without neglecting my personal integrity in several daily situations. This approach helped me also a lot when I applied for my job. I remember like it happened yesterday, that I did not fit all the requirements for the job I really wanted, especially with regard to the IT related skills. Nevertheless, within my application, I highlighted that I could add-value to the company through other skills and competences. I think that in the end, this got me the job. Today, I develop my IT skills on the job and learn from my co-workers"

### One opportunity leads to another

Although the two young and ambitious men have their personal approach to overcome the millennial job dilemma, they both also see that their approach is not a universal solution. However, they both see one overall activity that helps to get you the job in the end: Networking. Taulant knows that networking is not the easiest activity for everyone but recommends starting small. "You need to engage in the activities and leverage the offers at the home or host university. This can range from helping out at a student event, participating in a networking lunch or simply join study trips. For example, I still profit from the people I have met during my two study trips to Brussels, Warsaw and Cracow as well as summer school in Ljubljana. Even if you do not profit directly, you may profit later during a job application. Additionally, it gives you the little extra on your CV that separates you from the others."

Also for Jimmy, his network is key to him and maintains it carefully. "Just a couple of weeks ago I went to New York to visit my mentor at the UBS. He is now the head of UBS's Swiss Desk in New York and was so kind to show me around and meet up with several people. He is a great mentor to me and I can only recommend to everyone to look out for a mentor in your environment, so he or she can open the first few doors for you. Many jobs are not even com-

municated externally, but reserved for someone internally or even only created for you."

### Intrinsic motivation

These examples just show that one opportunity may lead to another. This is also a key reason why both students decided to work and study at the same time, although both admit that it is extremely energy sapping. To keep the energy levels up, Taulant always thinks outside of the box. "We are living in a country with such a beneficial education system, stable political environment and so many opportunities. Of course, you may sometimes lose your motivation but you need to look across your own border, because companies do the same. The competition abroad is not sleeping and they would love to work in such conditions as we have here. This keeps my intrinsic motivation at a high level."

Jimmy has the same motivational spirit and knows that the hard way pays off. "My mother often asks me why I do something the hard way although there would be an easy way. I always tell her that the tough way is the best way to learn, especially when you fail it. Look at all the international success stories. Only by failing, you can succeed in the end." Moreover, for Jimmy finding some balance from time to time is key to keep the motivation up. "For me, work-life balance is key to keep up with my different tasks. To find my balance, I like to spend some time with my friends and family or enjoy doing some sports."

### Future jobs are not there yet

It is no secret that the modern workplace will need millennials to replace various generations in their jobs. However, Jimmy points out that jobs not only need to be replaced but new ones are created. "Recently I read an article from the BBC where it was written that 65% of today's students will be employed in jobs that do not exist yet. That is amazing! Skills such as critical thinking, creativity and communication skills are becoming more and more important." ■

Max de Boer



## First graduates from pioneering BSc IM classes in Brugg

Four years ago the successful and popular BSc in Business Administration (International Management) was also launched at Campus Brugg. Additionally, it started as a part-time course. A year later, the full-time mode also started in Brugg. Last month the first cohorts of graduates received their diplomas and were obviously pretty pleased - as were the possible future student generations. In all, there were nearly 100 BSc IM graduates in Brugg and Olten. Next year, IM will also be offered as a part-time course in Olten. (Want to see more happy graduates? Go to [www.fhnw.ch/de/die-fhnw/hochschulen/hsw/media-newsroom/diplomfeiern-2017](http://www.fhnw.ch/de/die-fhnw/hochschulen/hsw/media-newsroom/diplomfeiern-2017))



## 2nd International Week for incoming exchange students

Nearly 50 exchange students await their Q&A meeting with two Bern politicians, Tim Guldimann and Tamara Funicello, during a visit to the Swiss parliament in Bern. During this 5-day preparatory International Week, held for the second time, students visited companies, cities, received lectures, attended a panel discussion, completed group tasks and of course indulged in some socialising and sightseeing.

## FHNW delegation: collaborations with Colombia

A ten-head delegation from the FHNW (including its president Prof Dr Crispino Bergamaschi and three faculty members from the School of Business) visited five universities in Colombia in October to explore further cooperation for all nine FHNW faculties. A particular focus was on potential research collaborations. After only 4 days the delegation returned with three new mobility contracts and several new projects, including a new summer school in Entrepreneurship for Colombian students which will kick off in 2018. Perhaps this idea of having university bicycles will be adopted by an entrepreneur from our university?



(Photo: Robert Buttery, taken at the Universidad EAN in Bogotá)

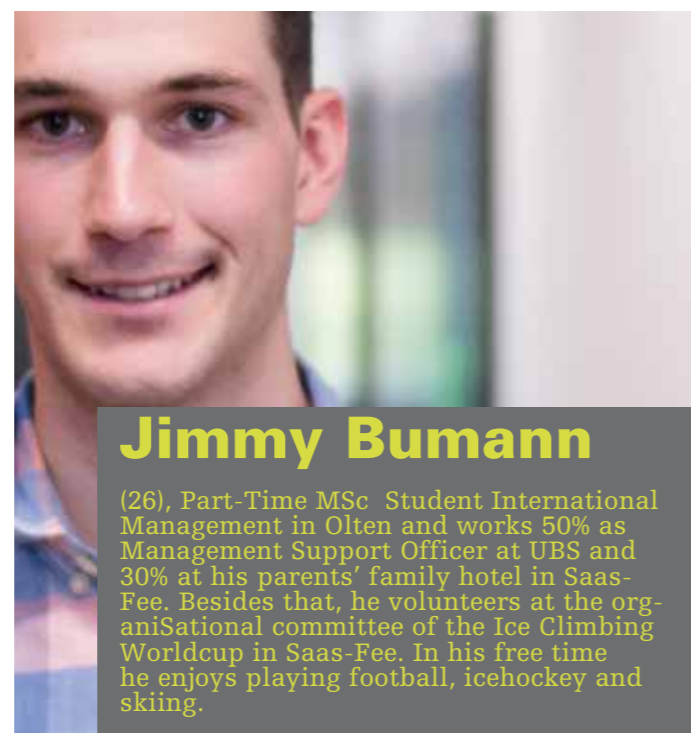
## MSc Student Trips: Guest and Survey

Guest lecturer Alex Fries, a successful investor who supports Swiss digital ventures in setting up in the USA, will guest lecture in the MSc Entrepreneurship and Economic Development class at the start of November. Fries, in a recent interview with the St Galler Tagblatt (12 September) claimed that Switzerland and Liechtenstein fulfill nearly all criteria to become a Mini-Silicon-Valley - except for the shortage of risk capital for start-ups. His lecture will therefore be a taster for the next Silicon Valley study tour for students on either of the MSc programmes (International Management and Business Information Systems). The other MSc study trip next year will be to Mexico in January: The Mexico destination was selected by students themselves via a survey. During the 2-week trip they will visit companies and organisations to gain further insights into business concepts and models they have been taught.



### Taulant Gashnjani

(24), Part-Time BSc Student in International Management in Brugg and works 80% as a Junior Project Resource Manager for the Pro-Informatik GmbH.



### Jimmy Bumann

(26), Part-Time MSc Student International Management in Olten and works 50% as Management Support Officer at UBS and 30% at his parents' family hotel in Saas-Fee. Besides that, he volunteers at the organisational committee of the Ice Climbing Worldcup in Saas-Fee. In his free time he enjoys playing football, icehockey and skiing.

# Partner Profiles

The School of Business cooperates with 130 universities around the world. A full list is on [www.fhnw.ch/business/international](http://www.fhnw.ch/business/international). Each issue of The Sextant profiles half a dozen of these partners.



**University of Hertfordshire**  
Where In and around Hatfield which lies just north of Greater London. Hatfield is a town of just under 40 000 people with a historic centre (Saxon and medieval) but after significant modernisation and development in the mid-twentieth century became one of a group of "garden cities". These cities especially served the increasing numbers of commuters to London – only 20 miles away.  
Cooperation Student and lecturer exchange  
Size Over 25 000 students of which nearly 3000 foreign students from over 100 countries.  
Study Fields The Hertfordshire Business School teaches 16 different undergraduate courses (and combinations from each field) including Accounting & Finance, Marketing, HR, IT for Management, Event Management, Finance.  
Campus There are 2 main campuses which include a newly built £16.5 million Sports Village a science park, auditorium, art galleries. There are university halls of residence for international students (e.g. with studios or twin rooms) as well as university managed rental properties.  
Website [www.herts.ac.uk/international](http://www.herts.ac.uk/international)



**Universiti Teknologi Malaysia**  
Where Exchange business students study in the Skudai campus close to Malaysia's southern most and second most dynamic city of Johor Bahru (population nearly 500 000). The Straits of Johor are nearby and the city is surrounded by tropical forests. Cultural attractions include the Grand Palace and a Chinese Heritage Museum. UTM is a public university which has attained research university status.  
Cooperation Student and lecturer exchange  
Size Over 18 000 students of which 10 000 are undergraduates. More than 5 000 students are international, coming from 60 different countries.  
Study Fields The International Degree Programme is for both Malaysian and foreign students and taught in English. Though many of the programmes have a technological aspect, it does include many management courses.  
Campus The 1,222 hectare campus has libraries, cafeterias, banks, shops and many sports facilities. All incoming students are guaranteed accommodation on campus. It about 20 km north of the city centre.  
Website [www.utm.my/international/study-abroad/](http://www.utm.my/international/study-abroad/)



**Higher Institute of Business Communication (ISCEM), Lisbon, Portugal**  
Where Lisbon, situated across hills on Portugal's coast, is the Western world's oldest city. The city (500 000 pop, 3 million in greater Lisbon) is therefore a treasure trove of historical features. There are of course also numerous modern facilities – sports, music, shopping.  
Cooperation Student and lecturer exchange  
Size ISCEM is a smaller school teaching 2 Bachelor and 3 Master programmes.  
Study Fields There are numerous courses taught in English, especially various aspects of marketing (within the BSc in Marketing Management) and in their BSc in Business Communication. The school does not teach Portuguese language courses but can link students to a partner school.  
Campus The campus building is located in the historic centre of the city, near the botanical gardens. Apart from teaching rooms there are two common rooms for students, a computer room and a coffee shop. There are no halls of residence but the school has links to accommodation agencies and can support exchange students in their search.  
Website [www.ulisboa.pt/en/info/students-1](http://www.ulisboa.pt/en/info/students-1)



**Université du Luxembourg**  
Where Where The land-locked Grand Duchy of Luxembourg is one of Europe's smallest countries with a population of just over half a million. Like Switzerland, it has a stable economy, a very high GDP and is considered a safe tax haven. And an interesting piece of trivia - it has no official language: Luxembourgish is a "national" language (a sort of German dialect which German speakers cannot generally understand), French and German are "administrative" languages. The city is a UNESCO world heritage site. This new and relatively small research university made to it 11th on the Times Higher Younger University list this year.  
Cooperation Student and lecturer exchange  
Size 6 200 students coming from 120 countries  
Study Fields The majority of courses are in French but there is also a significant range of courses taught in English (such as Financial Accounting, Corporate Finance, Economics and Management of Innovation, Public International Law, and Environmental Economics).  
Campus The Faculty of Law, Economics and Finance is in Luxembourg-Kirchberg, a plateau just north of the inner city. The university has 35 student residences with more than 1000 rooms and studios in several towns. There are numerous clubs and sports associations.  
Website [www.uni.lu/university](http://www.uni.lu/university)



**University of Warsaw**  
Where Poland's capital city is often described as the Paris of the East indicating its rich culture and architecture. However, following the mass destruction during the second world war (including the infamous ghetto), a new label is often used – Phoenix City, a city rising up from the ashes. Among remaining historical buildings such as castles, churches and the UNESCO old town, Warsaw also has numerous and impressive modern skyscrapers. The city is a major research centre, has an influential stock exchange and too many museums, concert halls, science centres and sport stadia to name. It ranks 113 on the list of 144 most expensive cities in Europe.  
Cooperation Student and lecturer exchange  
Size Nearly 55 000 students of which about 44 000 are undergraduates across 18 faculties.  
Study Fields Most courses are taught in Polish (an intensive language course at semester start is on offer) but across 25 programmes at various faculties there are also many programmes are taught in English – economics, international business, finance, investments & accounting, European administration.  
Campus The 126 buildings of Poland's largest and top-ranking university are spread around the capital city. There are organisations and agencies which help find accommodation  
Website [en.uw.edu.pl/](http://en.uw.edu.pl/)



**Nagoya University of Foreign Studies**  
Where The private university is situated within Nisshin, a city (population 90 000) halfway down Honshu on the east coast and part of Nagoya is Japan's third largest metropolitan area. Due to some key industrial centres (e.g. Toyota, Denso and Brother Industries) it is the fastest growing prefecture in Japan. The area is famed for its long, often sandy, beaches. Also close by is the open-air Meiji Village Museum where over 60 historical buildings – village dwellings, hospitals, castles, hotels etc - have been relocated.  
Cooperation Student exchange, IBM only  
Size Just under 4 500 students of which the vast majority are undergraduate. Most of the 150 foreign students are enrolled in the language programmes  
Study Fields Students join the Global Japan Program within which they can design their own curriculum from among Japanese Language Course classes and the English-taught Japanese Studies Course classes.  
Campus Situated among hills just outside the city, the campus includes a gymnasium and sports hall, 2 cafeterias, 2 clubhouses, and an "International House" – accommodation for foreign students including communal areas. Sports offers include futsal, taekwondo, scuba-diving and ballroom dancing. Culture clubs include flower arranging, film and tea ceremonies.  
Website [www.e.nufs.ac.jp/](http://www.e.nufs.ac.jp/)

# Two Alumni Gain Lobbying Insights on Brussels Trip



Last April, the IM Alumni Association organised an auction event called "Bid for a Boss". Former students and other professionals offered a range of different activities such as coaching sessions, working dinners, factory tours and up to 2-day business trips. As in every auction, the offer was awarded to the highest bidder. The proceeds of that auction were directly donated to a Nigerian charity.

One of the most tempting offers was surely the one from Max de Boer, Policy Officer and Project Manager at the Swiss National Science Foundation. He proposed a two-day trip to Brussels, Belgium to explore the Swiss – EU relations in the area of research and innovation. As both of us (Amila Basic and Andrea Häfliger) had a particular interest in the role of Switzerland within the EU, we made sure to be among the top-bidders. In the end, we were successful won the two-day trip.

A few months later, on 8 September 2017, we excitedly started our trip to Brussels. After a joyful day of sightseeing and tasting Belgian food and beer, the official programme began. For two full days, Max de Boer introduced us to different actors such as Swisscore (liaison office for European research, innovation and education in Brussels), the YEF (Young European Federalists) and the UK Research Office. He also established networking possibilities with his local peers and organized an insightful lunch with a young Swiss Diplomat, Ms Angelica Schempp. Moreover, we had the opportunity to visit the parliament and learn about the history of Europe.

The various conversations, presentations and discussions taught us how essential the role of lobbying is, in order to achieve any political agenda. Furthermore, we saw how the exchange of information is used as a means to balance negotiations. As both of us are currently working in rather different industries, this travel facilitated by the IM Alumni Association event, has offered a memorable and fun experience and will hopefully be taking place again for future students. ■

*Andrea Häfliger and Amila Basic*



*Amila Basic (left) and Andrea Häfliger at the European parliament.*



*Max de Boer, currently Scientific Assistant and Project Manager and the Swiss National Science Foundation, and Amila Basic enjoy a Belgian beer. Max, who did a traineeship in Brussels, had put the 2-day trip up for auction.*

**Amila Basic** graduated in 2013 and started her MSc studies in international studies and diplomacy at the prestigious School of Asia, Africa and the Middle East Studies (SOAS, University of London) last month. Until then she worked as Major Donor Manager at Terres des Hommes.  
**Andrea Häfliger** also graduated in 2013 and went on to complete a MSc in Business Administration at the University of Lucerne. She currently works at EY in Business Development for Consumer Products and Retail.

**Bid for a Boss** is the IM Alumni Association's flagship event where students and alumni can bid for unique professional opportunities with successful managers. Proceeds go to charities set up by alumni and the IM Alumni Graduation Prize. Go to [imalumni.com](http://imalumni.com) or the Facebook or LinkedIn platforms for further information. The event will be held again in April 2018.

# Who's Where?



*Paloma Baumann-Carmona, lecturer and International Coordinator at the European Association for International Education conference in Sevilla*

I joined the team of International Coordinators four years ago and am responsible for the exchanges of students at Campus Brugg. When I started I dealt with 11 students going on a semester abroad – this year it was 55. What's interesting is that there are more and more part-time students applying for exchange semesters and often they are fully supported by their employers. I'm also responsible for the liaison and communication with universities in Spanish-speaking countries which include Spain and many partners in South or Central American countries. It is interesting to be teaching Spanish to students- I have been doing this for 20 years now – and then support some of them when they decide to consolidate their language skills by doing a semester in, say, Mexico or Colombia. The yearly EAIE conference is very important for maintaining good relations with our partner universities. About 5 000 representatives attended this year, not only from European universities but from all over the world. It's vitally important to have face to face time with partners – to see who is behind the email addresses and get to know them personally really helps our processes and dealing with issues. For instance, our Mexican partners very much promote internatio-

nalisation by offering scholarships to their students to come to us and are extremely interested in having more students from Switzerland. Recently were confronted with a visa problem when it emerged that their students were being asked to deposit a large sum of money as guarantee. That is quite a barrier. In Sevilla this year I had the opportunity to do a campus visit to a new partner we have there and attend a reception hosted by another partner in Madrid. It's important, where possible, to actually see where we are sending our students. And of course, the days are filled with networking, visiting workshops and appointments. One evening, at the annual dinner for all the business schools at EAIE, I was involved in a small performance. The dinner was in a 13th century Moorish palace and I read aloud the Federico García Lorca poem La Guitarra, accompanied by a guitarist. It's a very moving poem – García Lorca is a really good playwright and poet from Granada who lived and died during the Spanish Civil War and gained international acclaim. I've read the poem many times and liked it a lot - reading it aloud at this prestigious event, in my own language, was different and deepened my appreciation.



*Victor Pinheiro Costa, exchange student in Olten from the University of São Paulo (Photo: Kierin Mulholland)*

Music has always been the way I've met amazing people. I've been playing the cello since I was 10 and for me it's lots of fun. I especially enjoy the classics. So when my university encouraged us to go abroad during our 5-year programme (I'm now in my fourth year of the part-time course, which means only evening classes) I decided to go to Germany because, hey, that's where so many wonderful composers come from. I sold my cello to then buy a new one in Salzburg. Salzburg – can you imagine? I then went to the Westfälische Wilhelms-Universität in Münster and was able to join the student symphony orchestra – a large 80-piece orchestra and we gave a concert in the city hall playing Dvorak and Brahms. Just before the exams. I had learned a little German before I left – but by joining the orchestra I could hang out with the locals and this really improved my language. It became clear to me that four months was not enough. Being abroad was such an amazing opportunity to learn so much. So, I discussed it with my university and my parents and started to look for another place at another semester. Switzerland appealed greatly – I'd always been fascinated by how such a small country could be so globally influential. Luckily, I was accepted here and came to Olten. I don't need many credits now but am taking as many courses as I can – I'm here to learn. Meanwhile, I'd also been in touch with my buddy here and it turned out her mother is a professor in music and through her I received some contacts of regional orchestras. I received an immediate reply from the conductor

of the Stadtorchester Olten – “we need a cellist so yes, you can join.” When I arrived at my accommodation there was already a package with the sheet music for the Mendelssohn and Saint-Saëns pieces which we'll perform on 19 November. We practise once a week and again, I've got to know such wonderful people. They're also very considerate – when I walk in they immediately switch to high-German so I can understand. I myself rehearse two to three times a week – there's actually a music room in the basement of the staff house and often when people living there like doctors at the hospital hear me, they will come in and listen. One of the people who really inspired me when I was a child was the Brazilian cellist Antonio Meneses as he came from a poor background but made it to international prominence and has played with the best orchestras. I discovered, how amazing is that, that he's now at the Hochschule der Künste in Bern. And then, unbelievably, last Saturday he was giving a concert at the FHNW Academy of Music in Basel. So I went and was sat next to a Brazilian girl who, it turned out, was one of his pupils. She actually introduced me to him afterwards and he was so kind. He even gave me a cd of his and signed it and told me I could stay in touch. For other people it may be that they want to meet the big Brazilian football stars but for me it is Meneses – he's my hero.

**(Victor performs with the Stadtorchester Olten on Sunday, 19 November 2017 from 17:00 at the Konzertsaal Olten) BS**



*Philippe Muff, full-time student BSc International Management from Brugg now on a semester abroad in South Korea*

I have roots in Asia as my mother is from Thailand and I have travelled to many countries in the area. I applied to a number of universities in South Korea for my semester abroad and thought it would be similar there to the Asian countries I knew. But it feels very different. Perhaps because it was a hermit kingdom, cut off from other countries for centuries. They like to be in their own sphere here and there are still not many foreigners - perhaps only 5%. Not many speak English but those who do are very keen to get to know us exchange students. And they are a very friendly, peaceful and upbeat people, I think. For instance, they are aware of the potential threat coming from North Korea and it is always in their heads, but they chose to take it lightly. It's really interesting to come here and realise the South Koreans are not perceiving this situation as a potential world war III and chose to make jokes about it. Of course, they did brief us when we first came here about the shelters, for instance, and we see the signs

everywhere. But the prevailing feeling is that they prefer to focus on remaining an optimistic and very peaceful people. When I was accepted by Ajou University, the International Office informed me I could apply for a scholarship which the government awards to both incoming and outgoing students. The IO encouraged me to do this and helped with the many forms I had to fill in. I was one of the recipients of a grant then which of course was very welcome as going abroad for a semester always costs a lot of money. I'd been financing my studies and saving up to go on the exchange for years through tutoring and web development jobs – but it's not cheap here as South Korea is a highly developed country with a strong economy. So this grant really helped. They said I could use the money for whatever I needed so for me it has covered my accommodation and travel expenses. *BS*



*Dr. Romans Putans, Researcher, Project Coordinator at The Centre for European and Transition Studies at the University of Latvia, guest lecturing in Olten*

What I noticed when I was giving a guest lecture to the students in Olten in September was how professional and business-like they were in their approach to the question of why they should know about the European Union. My lecture prepared the ground for the forthcoming Intensive Programme in Brussels in November. About 18 students from the FHNW, 17 students from the University of Latvia and 17 from the Bremen Hochschule will spend 5 intensive days visiting various EU institutions and meeting experts. We will also visit the European Court in Luxembourg where they will be briefed on a case before they get to sit in on the hearing. This year students will also have an opportunity to participate at the Economic Ideas Forum “New Europe, New Economy” upon the invitation by the official think tank of the European People's Party. These are unique opportunities. The ensuing discussions are always very intense.

In my lecture I covered some of the history and explored the current mindsets in the European Union. The ideals of European unity are older than the existence of the EU which was founded at the end of World War II as a project for peace. It has ensured that Europe has had the longest period in its history of its countries not fighting each other. We also looked at the Swiss system, Swiss concordant democracy which is of great interest in the EU and is an example of how to unite people. With the students we try to understand the ideals of European unity, how crucial it is to be critical but also to be openminded. We have to go from the assumption that no one is evil or stupid and thus have to understand each other and collaborate. I am very much looking forward to this fourth edition of our joint programme.



*Dr. Hai Ho Phan, Dean of Public Administration faculty at the Ho Chi Minh Cadre Academy on a study visit to the FHNW School of Business*

There are 2 000 Bachelor students and 30 000 civil servants who are studying at our Academy. We came here on a month - long trip to research, especially about teaching and learning methods you use and about how you manage the international students. At our university the students mostly learn theory which is useful but they need more practical experience. It was therefore very interesting to sit in on some classes here and see how lecturers and students work for instance with the internet and Moodle and how this can facilitate remote or blended learning. During our time here the International Student Week was held and this was interesting in many ways. We joined a visit to Bern where could see parliament and we very much enjoyed witnessing the discussions there. We were very lucky to hear some information from the President of Parliament about the building laws and about being a parliament member and using many languages in parliament. Additionally, we have visited many companies and gained insight

into the various ways of internationalisation such as the exchange student programmes. The first main goal concerns our cooperation with the South East Asia Centre on the SEED - Social Entrepreneurship for Economic Development - programme. We intend to organize this programme next summer about 12 days with students, lecturers from Switzerland and some students, our school's faculty to implement. The result of the programme is that students will have practical knowledge, improve their English language skills and expand international knowledge. Our second main goal is that a group of about 5 to 10 of our students will come to your university next year in August to study a number of themes within a semester. We loved being here – the people were so friendly and so was the weather. We'd feared it would be really cold but instead it was warm and sunny which has made us pleasant and comfortable.

## A Day in the Life of Prof Dr Anya Nikoulina



Prof Dr Anya Nikoulina, Dean BSc Business Administration (International Management), Olten  
(Photo: Kierin Mulholland)

**I'm a breakfast person. If I don't have a good breakfast I will be grumpy all day and find I keep snacking on unhealthy food. So, I need coffee and breakfast and my working day already starts then as I go through my mail box to be prepared for any issues or questions that might arise before I get to the office. I cycle to the station and continue going through my mails during the commute. I also have my second coffee on the train and then I'm ready to face the day.**

Part of being a dean is of course dealing with a lot of administration. Right now, at the beginning of semester and the start of a new curriculum I might get up to 50 mails per day. Today I met with two students, the secretariat, two colleagues and the school's event management team. Together with my dean colleagues we're all working on a new concept for the Information Events. We're exploring how prospective students can get a better picture, for instance, of campus life.

Developing a new curriculum with my fellow deans was challenging and fascinating. We also began working on the launch of the part-time IM programme next autumn. These major changes take years to develop and plan. For instance, we have to ensure we have the resources and colleagues in place. It means colleagues have to work evenings or Saturdays which can be an additional burden but also an opportunity for external lecturers. We're therefore exploring Blended Learning options: I believe there's great benefit in contact lessons – we still learn best face to face. However, it makes sense to explore how we can use technology to deliver and teach. It reduces the number of hours both students and faculty need to physically be on campus. It's rewarding when all the bits you've been planning with your colleagues for years begin to come together. We now have everything set for in a year's time – the first semester will not be too different from the full-time programme as students have to get 25 ECTS which is only 5 less.

Deans have to be good teachers, good researchers and good administrators. I'm a better teacher than I am a researcher though it used to be the other way around. Today was a quiet day and I took some time to prepare for my upcoming lessons within the Principles of Management module. I enjoy teaching and these lessons let me get to know the first-year students in IM. I'll also be teaching Strategic Management to semester 6 students. Working with young people is the best part of the job, be it supervising research papers or teaching a class – for instance, I supervised some research papers and working directly with individual students to see where they can improve is fun and rewarding. Also fun, but more challenging, is the development with a colleague of a new context course on Culture and Business in Russia. I am Russian but I don't know Russia. I know Moscow. I've discovered that there are many things I think I know about Russia but in reality I don't – so this puts me out of my comfort zone. Russia is a cultural enigma. Winston Churchill once said that Russia is "a riddle, wrapped in a mystery, inside an enigma". Working on this is taking me deeper into the context of my cultural heritage and it is interesting to examine and explore. The researching bit – I do have an interesting project I'm working on although I can't spend as much time on it as I wish. I'm creating a concept on the value and importance of creativity and critical thinking within the business curriculum. I think these skills will play an increasingly larger role in our future workplaces. What with the development of Artificial Intelligence and robotics we will need our people to develop knowledge and skills which cannot be covered by machines. When I leave the office I switch off. I need the break. So on the train I will read *The Guardian* or a book - I'm currently reading an Iain Banks novel called *Surface Detail* which is not easy but I love science fiction. If there's time I'll then still have a quick swim – preferably in the Lake of Zurich but it's now too cold so today I went to the pool. And when I'm home it's family time. We have dinner and spend time together. We also enjoy getting together with friends for meals or drinks. I'm very much an outdoors person so as often as possible we'll go out as a family and with friends into the woods or go trekking or cycling. Unfortunately, we are now moving into a time of year I like less. I'm much better in summer. Still, I'm happy to get outdoors in all weather. ■

Brigitte Sprenger