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**International Executive Education (English)  
Studienprogramme (Deutsch/Englisch)**



**INTERNATIONAL EXECUTIVE  
EDUCATION & STUDIES**

English & Deutsch/Englisch

**2016|2017**

# THE BOSTON BUSINESS SCHOOL ADVANTAGE

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# General Management for Executives (GME)

Need to update the skills you use to lead your company or division? We can teach you everything you need to know in just five days. Our instructors will take you through all the concepts of modern business management – from the tried-and-true, to completely new concepts. You'll learn from the best, and get the chance to confirm your own successes by verifying what you're already doing right. But the seminar also provides added value with lots of ideas about optimizing your business concepts to meet challenges of the future.

## CONCEPT

As an executive, we understand why you demand a lot from any advanced training seminar you take part in. If you don't want to sit through lengthy theoretical presentations, but require practical information that you can use at work, then our seminar is for you. Here you'll learn from actual case studies and participate in results-driven discussions with experienced professionals, rather than listening to something theoretical from academics in their ivory towers. Our general management seminar provides a comprehensive update based on the latest know-how, and is designed to be a creative and application-oriented analysis of current management thinking. You'll learn from professional instructors sitting alongside participants who are executives like you working in a wide variety of different fields. Seminar content with currently-used examples of best practices and an exchange of information in a controlled environment translates into added value for you in the form of practical information you can apply at your place of business.

## WHO SHOULD TAKE PART

Our seminar is designed for executives looking to refresh their already comprehensive business acumen with a complete overview of all the latest tools in holistic general management. It's perfect for:

- Board members, CEOs and general managers
- Managers of profit centers, subsidiaries, branch offices, product lines and key business functions
- Entrepreneurs, associates and partners
- Experienced divisional and department managers
- Performance-oriented managers and key members of staff responsible for design and development
- Employees who are fast-tracked for general management positions

## KEY BENEFITS

Our seminar will help you, not only understand the latest holistic and results-oriented business management techniques, but how best to apply them as well.

We'll give you the skills to:

- Identify even more clearly what you need to continue to be

- successful in your own management role
- Apply the latest general management tools so you can safeguard the success of your business
- Devote more time to the really important decisions and focus on results-oriented thinking and behavior
- Set strategic priorities
- Put key strategic programs in place

## AREAS OF FOCUS

### General Management – Understanding the Present to Optimize for the Future

We know how finding the right balance between short-term maximization of results and longer-term profitability is one of the most difficult tasks that you face as an executive. Our seminar helps here as well. We'll show you how to:

- find the right formulae for sustainable success
- achieve short-term results, increase earnings and meet profit targets
- keep clients and staff satisfied
- ensure the long-term future of your business and identify where you need to invest to reach your goals

### Drawing the Right Conclusions

As an executive, you're constantly bombarded by information. Industry reports, studies, internal market and competitor analyses, these kinds of sources must be evaluated correctly and in a way that is relevant to your strategy. But even if you have everything you need at your fingertips, you still have to ask the right questions, have a sense for what trends are important and be able to filter out precisely that information which is important for creating the basis for your business strategy. At our seminar, we'll help you hone your already sharp skills here even further, so you can:

- Identify game-changing trends even earlier
- Work out what action you need to take and how to change course if necessary
- Create a pragmatic knowledge management basis, which allows you to optimize your use of all the knowledge and experience you already have available

### Strategic Management

Once you've identified something that needs changing strategically, you need to do it quickly and without compromise. But what separates good strategies from bad ones? Which direction is the right one to go and why? Our seminar supports you in making good use of management concepts and best practices. We'll show you how to:

- Set your strategic objectives and assess what impact they will have on your business
- Put the right number of strategic steps in place, and know when and how to implement them
- Create (and if necessary change) structures
- Successfully implement your strategy

### Motivation, Communication and Leadership

The marketplace determines if your strategy is successful or not, and a motivated staff will always contribute to more

profit. That's why communication skills, adaptive management styles and corporate values that are practiced each day at work, are all growing in importance. Our seminar will help you to:

- Develop your own leadership style in a way that gets results
- Keep your staff motivated
- Communicate with confidence to both internal and external audiences

#### **Marketing, Innovation and Branding**

You know how important marketing is when it comes to communicating your business to customers. Our seminar shows how to use your strategies to create marketing concepts that will bring your business even closer to customers. And we'll demonstrate the tools and methods you need to use to stand out against the competition. We'll teach you everything an executive really needs to know about marketing, including:

- What good marketing consists of, and what every executive needs to know about it
- How to convince consumers that your company/brand means added value for them, and how to develop a business relationship with them
- How to clearly demonstrate what your brand signifies
- How to reap the benefits of digitalization

#### **Modern Financial Management**

Only speculators are interested in short-term rate and price fluctuations. Serious executives focus far more on increasing the value of his or her business over the long term for the benefit of everyone, including the local community. Our seminar explains exactly how value-driven business management and social responsibility can successfully go hand-in-hand by showing you:

- Why financial responsibility is one management task you should never delegate to anyone else
- How you can create an overall value-driven management system
- What concepts you can use to constantly and sustainably increase the value of your business

«A very interesting and helpful seminar with very good instructors and very practically oriented.»

«Extremely high quality and also very entertaining.»

«Great quality with excellent instructors and participants.»

## Dates

EP0536	Sep 26 – 30, 2016	Boston
EP0517	Feb 20 – 27, 2017	Berlin
EP0527	Jun 19 – 23, 2017	Lucerne
EP0537	Oct 16 – 20, 2017	Boston

Duration: **5 days**

Fees: **EUR 4.900.– | CHF 5.400.– | US\$ 5.900.–**

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# General Management Program (GMP)

This intensive general management program prepares you for new and greater responsibilities, or reinforces your existing skills by keeping you abreast of the latest developments in managerial practice and research. 5+4 days.

## CONCEPT

This two-part, nine-day intensive program prepares you for new and greater responsibilities, or reinforces your existing skills by keeping you abreast of the latest developments in managerial practice and research. The first part of the program concentrates on the essentials of general management and underscores the importance of strategic direction. The second part delves into the nuances of leadership and its impact on culture, processes and change. You lay the groundwork for success, and learn to achieve it by leading your organization more effectively.

## KEY BENEFITS

- You will better understand advanced modern general management practices
- Gaining a systems perspective of organizations ensures that you generate value for your company by managing its complexities
- You will sharpen your skills for evaluating strategic options and identifying impediments to performance
- You will learn to identify and resolve profitability and operating performance challenges
- By uncovering and tapping your potential, you will learn to lead better and with greater confidence
- You will develop your ability to achieve performance through others
- You gain a bigger peer network

## WHO SHOULD ATTEND

- Senior managers who are preparing for positions that require strategic decision-making and leadership skills
- Executives and managers who seek new ways to create value for their organizations
- Managers who are moving into the highest organizational levels wanting to update their general management skills
- General managers and experienced functional specialists and other professionals who want to advance their careers

## AREAS OF FOCUS

### Part I: General Management and Strategy

#### Core Functional Competencies:

##### A Systems Perspective

- The evolving corporate environment
- Organizations as dynamic systems
- Achieving organizational efficiency and effectiveness
- Corporate goals as tools of organizational alignment
- Effective goal setting and goal management
- Understanding stakeholder expectations and ethical responsibilities
- The relationship between CEO, board and senior management
- Measuring performance

##### Strategic Management Concepts and Practices

- Creating value and generating profit with successful strategies
- Market share growth and new market development
- Competitive strategies: cost leadership, differentiation, focus or niche
- Mergers and acquisitions as growth options
- Strategic in- and out-sourcing
- Time-based strategies

##### Marketing

- Potent product portfolio management and distribution portfolios
- Aligning marketing resources with strategic goals
- Effective communication

##### Brand Management

- Distilling a brand's essence
- Maintaining and building brand equity
- Steps required for successful branding

##### Profitable Customer Relationships

- Building customer value
- Managing key accounts
- Marshalling customer proximity and implementing e-business activities

##### Financial Aspects of Strategy

- Managing for sustainable profitability
- Evaluating the profit potential of a business
- Defining the value chain and identifying its profitable parts
- Reducing capital intensity to improve profitability
- Pricing strategies for better returns

##### New Business Development and Innovation

- Generating new business and product ideas
- Business models for disruptive technologies and products
- Changing competitive positions in established markets
- Navigating successful market entry

### Refining Structures and Processes

- Using internal structures, processes and incentive systems to drive successful market operations
- Creating customer-oriented organizational structures and streamlined business processes that allow both quality and time-based strategies, and realigning them to serve strategic goals

### Part II: Leadership

#### What Good Leadership Accomplishes

- Good leadership as a performance multiplier
- How good motivators improve the effectiveness of their organizations
- Key traits of effective leaders
- How leadership develops in practice
- Avoiding typical leadership mistakes

#### Core Attributes and Skills of Leadership

- Inspiring others to perform
- Communication and negotiation skills
- Making smart decisions
- Feedback and coaching
- Empowerment through delegation
- Developing a personal action plan
- Conflict management
- Tolerating ambiguity, lending vision, providing clarity and nurturing fairness

#### Developing Your Leadership Style

- Understanding the importance of leadership style for imparting direction
- Comprehending how leadership influences people
- Don't manage – lead
- Discovering authentic leadership
- Adapting your leadership style to the situation

#### Role of Leadership within Organizations

- Achieving performance through people: from leading a team to effectuating organizational change
- Seizing leadership opportunities in the company
- Learning to be a transformational leader

#### Implementing Change

- Transformational versus incremental change
- Changing attitudes, assumptions and beliefs
- Translating transformational change into reality
- Cultivating leadership in an organization

«The combination of diverse participants, excellent organization and a first-rate faculty made for a great learning experience.»

## Dates

EP0446	Part 1: Sep 26 – 30, 2016 Part 2: Oct 03 – 06, 2016	Boston Boston
EP0456	Part 1: Sep 26 – 30, 2016 Part 2: Dec 05 – 08, 2016	Boston Brunnen
EP0417	Part 1: Feb 20 – 24, 2017 Part 2: May 08 – 11, 2017	Berlin Lucerne
EP0427	Part 1: Jun 19 – 23, 2017 Part 2: Nov 20 – 23, 2017	Lucerne Davos
EP0437	Part 1: Oct 16 – 20, 2017 Part 2: Nov 20 – 23, 2017	Boston Davos

Duration: **5 + 4 days**

Fees: **EUR 7.900.– | CHF 8.700.– | US\$ 9.600.–**

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# Accelerated Development Program (ADP)

This three-part program develops a cross-functional, integrated perspective on management, finance and leadership for up-and-coming managers, functional specialists and high potentials. 3 x 4 days.

## CONCEPT

This 3-part management development program provides maximum exposure to key business knowledge in the fields of strategy, marketing, finance, self-management and effective leadership.

It helps participants comprehend the entire business system and how to create value by linking all the parts. Overall, the program provides the tools and skills needed to ensure your own success and the success of your organization.

## KEY BENEFITS

- Build a results-oriented business mindset
- Apply the full range of business and financial tools to your management challenges
- Recognize the inter-dependencies between your team, your key stakeholders, your functional business areas and the marketplace
- Gain a solid foundation in the principles of leadership
- Understand how to be an authentic manager able to influence others and lead
- Improve your ability to lead cross-functional projects and initiatives
- Boost your ability to see opportunities for increasing operating performance and financial results
- Become an informed, smart user of accounting and financial data
- Broaden your professional prospects and expand your peer network

## STRUCTURE

Part I covers strategic management and market success. Part II explores the elements and impact of leadership. Part III gives participants the financial tools and knowledge they need to make well-founded, holistic decisions.

## WHO SHOULD ATTEND

- Young leaders and functional managers with between four and twelve years of work experience who want to improve their managerial and leadership competencies in an up-to-date, highly practical general management program
- High potential and mid-level managers who are being groomed for more managerial responsibility
- Specialists and professionals from all business fields designated to take on additional managerial and leadership responsibilities and who want to improve their general management skills
- Project managers in charge of complex projects across teams, functions or borders
- Emerging leaders who are new to management
- Experts in science, engineering, IT, medicine, etc.

## AREAS OF FOCUS

### Part I: Strategic Management and Marketing

#### Systems Thinking: A Modern Management Approach

- Cutting through complexity to achieve results
- Dealing with turbulent environments
- Understanding failure due to departmental thinking

#### Strategic Frameworks and Thinking

- Concepts, tools and instruments of strategic management
- Formulating and communicating strategies
- Developing a strategic action plan

#### Driving Performance

- Identifying profit opportunities in a business
- How to spot low value or even dangerous business opportunities
- Knowing the mechanisms for improved profit margins

#### Marketing Concepts and Practices

- New paradigms in marketing
- Essentials of a convincing marketing concept
- How to put customers and customer value at the center of marketing efforts
- Achieving marketing success within budget

### Part II: Leadership

#### Essential Concepts of Leadership

- Good leadership as a performance multiplier
- The key traits of effective leaders
- Situational leadership
- How leadership improves the effectiveness of organizations
- Avoiding typical leadership mistakes

#### Personal Effectiveness

- The art of setting priorities
- How to delegate tasks
- Techniques of good time management

**Persuasive Communication**

- How to communicate goals clearly
- Opening channels for feedback and monitoring
- Motivational language and empowering action

**Social Competence**

- Social skills as prerequisites for successful management
- Evaluating your social strengths and weaknesses
- Developing and capitalizing on your social competencies

**Managing Others**

- Instruments and methods for leading others
- Leadership styles
- Management by objectives
- Coaching and mentoring to bring out employee potential

**Getting Things Done: The Management Process**

- Problem solving in daily management
- Reducing the time between decision and action
- Optimizing your decision making process
- Learning from your own and others' mistakes

**Part III: Finance****Developing Financial Acumen**

- Interrelations among shareholder, stakeholder and customer value
- The impact of finance on strategy and operations
- Objectives and instruments of financial management
- Importance of the cost of capital
- Investment decisions

**Tools of Financial Analysis**

- Understanding financial statements
- Principles of break-even analysis
- Financial insight into "make or buy" decisions
- Interpreting and calculating key performance indicators, such as: ROI, EBIT, ROE, WAG, cash flow, etc.
- Frameworks for valuation

**Creating a Convincing Business Plan**

- The structure and content of a business plan
- Developing and refining a business plan
- How to make plausible assumptions for credibility and defensibility

**Planning and Budgeting**

- The budget cycle and the steps in creating a budget
- Early detection of deviations from a business plan
- Competent handling of management reports
- Tools for correcting deviations in order to meet fiscal objectives

**Cost Management and Accounting**

- Cost accounting and understanding cost drivers
- Approaches to cost reduction
- The benefits of variable cost structures

## Dates

EP3026	Part 1: Sep 05 – 08, 2016	Hamburg
	Part 2: Sep 26 – 29, 2016	Davos
	Part 3: Oct 24 – 27, 2016	Lucerne
EP3017	Part 1: Feb 27 – Mar 02, 2017	Frankfurt
	Part 2: May 15 – 18, 2017	Flims
	Part 3: Jun 19 – 22, 2017	Brunnen
EP3027	Part 1: Aug 21 – 24, 2017	Hamburg
	Part 2: Sep 25 – 28, 2017	Davos
	Part 3: Oct 23 – 26, 2017	Davos

Duration: **3×4 days**Fees: **EUR 8.600.– | CHF 9.500.– | US\$ 10.500.–**

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# General Management for Developing Leaders

Companies are complex systems that need to be understood in their entirety. This 2-part program gives participants a compact overview of the principles, objectives and practices of holistic, results-oriented management. 4+4 days.

## CONCEPT

Talented managers, high potential individuals and functional specialists who want to make a difference in their organizations and those who are aiming for senior positions must offer more than mastery of a management discipline. They need to understand all the functions and relationships in the complex system of their companies—whether strategy, marketing, or finance—and recognize the consequences of their actions. In addition to short-term objectives or temporary improvements in results, they need to be able to convert long-term strategies into successful action.

Consequently they need to understand the tenets of results based management, which is the focus of this program.

Our General Management for Developing Leaders program promotes holistic thinking about complex business systems. It supports staff development and career advancement for any company that:

- Promotes results-oriented thinking in younger managers and junior staff, especially at the operational level
- Wants to prepare high potential individuals and functional specialists to take on positions of greater responsibility by being able to see the big picture
- Wants to develop the potential of people not specifically trained in business administration, including engineers, lawyers or practitioners

## KEY BENEFITS

- Deepen your understanding of business fundamentals
- Create precise strategic concepts, plan for market success and develop new business ideas
- Efficiently control and coordinate the processes of implementing strategy
- Learn how to analyze financial reports, identify trends, and study competitors
- Create the conditions for profitability, including cost controls and business planning
- Gain the ability to handle financial instruments competently
- Understand how strategy, marketing and finance interrelate and impact each other

## WHO SHOULD ATTEND

- Young managers, high potentials and junior staff who want to understand the various management disciplines in a global context so they can use result-based management tools competently
- Functional specialists and headquarters staff with little formal business training who seek a systematic, structured general management development program
- People promoted from commercial fields and career changers who seek an advanced management role or already have one, and who want a systematic review of general management principles
- Non-business experts such as technicians, lawyers, educators, biologists, chemists, purchasers and service managers who want to learn general management skills quickly

## STRUCTURE

**Part 1:** Strategic Management and Marketing

**Part 2:** Finance

## METHODS

Active teaching and learning: lectures, case studies, individual and group work, exercises involving the specific use of tools, best practices, examples and moderated experiences guarantee practical relevance and high user benefits. Participants get ideas, impulses and individual assistance to help them implement their new knowledge directly after the program.

## AREAS OF FOCUS

### Foundations of Successful Management

What makes successful, effective management? How do individual decisions influence results? How can you combine result-oriented action with freedom to act in a larger organization? Holistic management provides the answers.

- Understanding the organization holistically
- Values and corporate objectives
- Shareholder-, stakeholder- or customer value?
- Levers for achieving results
- The "health check" of your business: analytical tools
- Field-proven management principles

### Effectiveness through Strategy

The most important prerequisite for effectiveness is a precise, future-oriented strategy. Knowing what you want to achieve without losing the flexibility to correct your course; thinking strategically, but flexibly, to respond in daily business; applying your own resources to the really important issues—all

these need to be learned. We show how to set strategic priorities and develop promising strategies.

- How to create a strategic plan
- How to develop future-oriented, value-adding strategies
- How to apply the methods of strategic analysis and strategy formulation

### Sustainability through Business Development and Innovation

Some markets don't exist yet; you have to create them. This is always the case when new technologies or new business ideas exceed the imagination of potential customers. Learn how skilful innovation works. Invent new products and services.

- Analyze the chances of success of new business ideas
- Sharpen your business acumen

### Excellence through Marketing

When everybody does the same thing, there is no room for uniqueness. Where there is no differentiation, interchangeability predominates—and with it, price wars, displacement and deteriorating profitability. Marketing wants differentiation. Marketing seeks customer closeness and regularly increasing customer value. Without good marketing, the best strategy gets bogged down. Learn to develop potent marketing concepts and actively control market success.

- The components of a potent marketing concept
- How to put the customer and customer value at the center

### Developing Financial Literacy

Achieve sales goals, control costs, keep to investment budgets, hit profit and cash flow targets – more and more often, managers are taking over these tasks at a younger age than ever before. We provide the necessary help, knowledge and tools.

- The objectives and instruments of financial management
- Key finance terms
- Cash and cash flow
- Active control of income and expenditures
- Cost and break-even considerations
- Levers for optimizing results

### Creating Compelling Business Plans

Many people have good ideas. You can learn how to turn an idea into a plausible business concept and then transform it into an understandable business plan. We show how to make a decision-ready business case out of a business idea.

- The structure and content of a business plan
- Developing business plans
- Plausibility testing and critical questioning

### Budgeting and Accounting

Managers need to detect financial target variances as early as possible. Accounting provides the necessary data and reports. It is the responsibility of management to evaluate them and take appropriate measures to stay on track.

- Delivering accurate numbers
- Early detection of target deviations
- Competent handling of controlling reports

## Dates

EP3636	Part 1: Sep 05 – 08, 2016	Hamburg
	Part 2: Sep 26 – 29, 2016	Davos
EP3617	Part 1: Feb 27 – Mar 02, 2017	Frankfurt
	Part 2: May 15 – 18, 2017	Flims
EP3627	Part 1: Aug 21 – 24, 2017	Hamburg
	Part 2: Sep 25 – 28, 2017	Davos

Duration: **2 x 4 days**

Fees: **EUR 5.900.– | CHF 6.500.– | US\$ 7.200.–**

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# Advanced Leadership: Leading Effectively & Getting Results

Our Advanced Leadership course develops your leadership style—including the way you lead your team—one step further. Examining your leadership profile and improving it is the aim of this four-day program that shows you how to practice the latest leadership principles.

## CONCEPT

To many managers, leadership remains a vague concept. In this program you learn about leadership by exploring, in a practical and interactive way, the personal characteristics, skills and abilities that sustain excellent leadership. The program shows you how you can use leadership as an instrument to tap the latent potential of your organization. Learn how great leadership balances the strategic needs of the company with the practical human dimension, ever-present in business, to achieve results.

## WHO SHOULD ATTEND

The program is for executives and experienced managers at all levels who have depth of experience in managing people and desire to:

- Excel in daily leadership situations and want to reassess their leadership style
- Develop an environment that fosters synergy, creativity and performance
- Adapt their behavior to a wider range of constituencies and multiple stakeholders for more effective leadership
- Face an impending leadership challenge, such as restructuring, promotion decisions or a merger
- Optimize how they are perceived by their colleagues, partners and employees
- Update their leadership skills with tools and techniques from the latest behavioral and organizational research

## AREAS OF FOCUS

### Leadership Excellence – an Indispensable Component of Achievement

- Fundamental questions of leadership
- Power and the right to lead
- The performance multiplier of good leadership
- Key traits of effective leaders

### Developing One's Own Style of Leadership

- Assessing your motivation, attitudes and preferences
- Discovering your leadership capacities and talents
- Understanding others' personality types and your own
- Developing a personal action plan

### Social Competence and Character

- Important personality traits
- Trust, power and responsibility
- Increasing one's social competence
- Discovering areas for personal improvement

### One-On-One Leadership

- Motivate, communicate and influence
- Identifying a promising employee
- The key management tasks – leading and coaching
- Avoiding typical leadership mistakes

### Leading Teams

- Building teams
- Getting commitment
- Agreeing on objectives
- Strengths and weaknesses of team members
- Leading teams to results
- Dealing with conflicts
- Leading international teams

### Leading Leaders

- Having authority over other leaders
- Developing accountability
- Understanding and using power

### Performance and Motivation

- How to motivate and not de-motivate
- Creating win-win situations
- Identifying and recognizing success
- Trust as an element of productivity

### Managing Transition and Change

- Laying the groundwork for a culture that can adapt to change
- The self-management aspect of change
- Effective change implementation
- Overcoming obstacles to change
- Real-life examples of best practice in dealing with change

## Dates

EP5426	Oct 03 – 06, 2016	Boston
EP5436	Dec 05 – 08, 2016	Brunnen
EP5417	May 08 – 11, 2017	Lucerne
EP5427	Nov 20 – 23, 2017	Davos

Duration: **4 days**

Fees: **EUR 4.900.– | CHF 5.300.– | US\$ 5.900.–**

Are you interested in corporate education or consulting? Call us at: +41(0)43 499 4020

# Leadership & People Skills

An intensive, highly interactive four-day program that focuses on the core elements and fundamentals of successful leadership.

## CONCEPT

In this intensive, compact leadership program you learn the theory and applications of modern leadership research. You practice the skills you need to successfully hold leadership positions. You also discuss your own leadership challenges with the faculty. You thus explore your leadership potential and abilities through interactive learning and practical skill building.

## KEY BENEFITS

- Practice the skills you need to excel in leadership positions
- Gain an understanding of leadership theory and the dimensions of effective leadership
- Explore your leadership potential and abilities through interactive learning and practical skill building

## WHO SHOULD ATTEND

- Promising first- and mid-level managers who are being groomed for more managerial responsibility and want to upgrade their leadership skills
- Emerging leaders such as up-and-coming managers, specialists, and executives in training who want to improve their leadership competencies
- Specialists and professionals from all business fields who are looking for a systematic introduction to leadership

## AREAS OF FOCUS

### Self-Management and Social Competence

- The art of setting priorities
- How to delegate tasks
- The importance of time management
- Social skills as a prerequisite for success

### Characteristics of Successful Leaders

- What recent research has to say about leadership
- Principles of self-management
- Managing employees and teams
- Distinguishing characteristics of successful leaders
- Continually cultivating the qualities of a leader

### Discovering One's Authentic Leadership Style

- The contingent opportunities view of leadership
- Different leadership styles

### Team Leadership and Employee Management

- Observing your own leadership behavior
- Instruments of effective employee management
- The laws of group dynamics
- Team building, team development and team leadership
- When things go wrong: resolving conflict and taking corrective action

### Speaking and Appearance

- Optimally employing your communication skills
- Empathy and humanity as an alternative to rhetorical brilliance
- The importance of non-verbal communication

### Credibility as an Emerging Leader

- The meaning of authenticity
- Why credibility is so important
- Understanding yourself and behavioral change

### Conversation and Negotiation Skills

- Preparing for and rehearsing tough conversations
- Preparing for negotiations
- The best approaches to negotiation

«Lots of insights, experiences and exercises. I am now more confident in my ability to succeed in leading myself and others.»

## Dates

EP6326 Oct 24 – 27, 2016 Lucerne

EP6317 Jun 19 – 22, 2017 Brunnen

EP6327 Oct 23 – 26, 2017 Davos

Duration: **4 days**

Fees: **EUR 3.900.– | CHF 4.300.– | US\$ 4.800.–**

# Executive Leadership Program

What does executive leadership mean in times of change? This two-part program offers you insights while improving your leadership skills and widening your general management perspectives.

## CONCEPT

The Executive Leadership Program is an excellent update for current executives, or good preparation for those who will be taking on executive management responsibilities. It is for managers with executive responsibilities or managers who are earmarked for a promotion into such a position. It equips you with the knowledge, skills, attitudes and values you need to handle complex, ever-changing real-life business situations. The program's sessions emphasize leadership and provide you with a thorough understanding of the business disciplines required for successful management across organizational boundaries. After all, the best leadership is good management. The first part focuses on strategic management. The second part of the program challenges your personal concepts and behavior, with a focus on leadership. The program encourages you to exchange experiences and learning from real-world business situations.

## KEY BENEFITS

- Gain a deeper appreciation of functional business areas, key stakeholders and your organization
- Learn skills for achieving a sustainable competitive advantage for your company
- Identify opportunities for improving operating performance and financial results
- Gain a profound understanding of advanced leadership theory and the dimensions of sustainable leadership
- Explore your strategic leadership potential and build your leadership abilities through interactive learning and practical skill building
- Widen your peer network

## WHO SHOULD ATTEND

- Executives who seek to improve their leadership abilities while widening their general management perspective
- New or prospective executives who want to understand the implications of the rapidly changing business world for their leadership and management approaches
- Experienced professionals and technical specialists who wish to rise to senior management positions

## STRUCTURE

Part I focuses on giving direction and setting strategy. Part II focuses on executive leadership.

## AREAS OF FOCUS

### Strategic Management to Define Direction

Strategically successful leadership requires that you set the course and implement change to ensure that a company develops, not out of coincidence, but from well laid-out priorities.

- Determining your strategic position: from tenable to vulnerable
- Generating your strategic options
- Calling for action, introducing course corrections

### Driving Corporate Value Creation

In today's business environment, having the right strategy is crucial. You will learn how successful strategies create value and present new perspectives on how profit is created. Some other topics:

- Identifying value drivers
- Creating and capturing value
- The relationship of strategy to value
- Tools to manage value drivers

### Innovating for Growth

Some markets do not exist; they have to be created, particularly where new technologies or new ideas go beyond the imagination of potential customers. However, history teaches that innovation without a viable business model will fail.

- Generating new business and product ideas
- Principles of successful innovation management
- Avoiding pitfalls in business development
- New business models

### Refining Structures and Processes

Successful strategies are underpinned by internal structures and processes. To allow for streamlined operations, they have to fit with the strategy .

- Making clear demands on the organizational structure
- Recognizing what the current organizational structures can and cannot achieve
- The pros and cons of different organizational structures
- Finding the optimum balance between centralization and decentralization

### What Good Leadership Accomplishes

- Good leadership as a performance multiplier
- How good motivators improve the effectiveness of their organizations
- The key traits of effective leaders
- How leadership develops in practice
- Avoiding typical leadership mistakes while leading oneself, teams and larger organizational units

**Leadership Models**

- Theories of leadership
- Leadership models as a useful guide
- Developing your own leadership model

**Core Attributes and Skills of Leadership**

- What makes effective leaders stand out
- Inspiring others to perform
- Communication and negotiation skills
- Making smart decisions
- Feedback and coaching
- Empowerment through delegation
- Developing a personal action plan
- Conflict management
- Tolerating ambiguity, providing vision, giving clarity and attaining fairness
- How leadership develops in real life

**Dealing with Conflicts, Convincing Others and Guiding Difficult Employees**

- Solution-focused dialogue
- Public speaking, appearance and body language
- Skillful negotiation

**Achieving Corporate Dynamics**

- Which programs are useful for energizing managers and employees and for gaining their approval for implementation and change?
- How should such programs be launched?
- Actual experiences with such programs

**Effective Roadmaps for Change**

If you want to implement strategies and concepts you must be able to change attitudes, customs and behavior in a company. This is difficult. All aspects of successful management start with appropriate leadership. Through real-life examples you learn what really works.

- Inspiring employees toward common goals
- Developing implementation skills despite the environment's high complexity

«The course made it possible to refresh, update and expand my leadership and management skills. I would highly recommend this program to others.»

**Dates**

EP6836	Part 1: Aug 29 – Sep 01, 2016 Part 2: Oct 03 – 06, 2016	Davos Boston
EP6846	Part 1: Aug 29 – Sep 01, 2016 Part 2: Dec 05 – 08, 2016	Davos Brunnen
EP6817	Part 1: Mar 06 – 09, 2017 Part 2: May 08 – 11, 2017	Flims Lucerne
EP6827	Part 1: Aug 28 – 31, 2017 Part 2: Nov 20 – 23, 2017	Lucerne Davos

Duration: **4 + 4 days**

Fees: **EUR 8.900.– | CHF 9.800.– | US\$ 10.700.–**

Are you interested in corporate education or consulting? Call us at: +41(0)43 499 4020

# Advanced Strategy: Building & Sustaining Competitive Advantage

This focused course covers the concepts and tools of strategic management. It helps leveraging individual strategic thinking to produce superior organizational performance. 4 days.

## CONCEPT

Ultimately, the companies, divisions, business units that succeed are those, which have the best strategy in place. For many years, we have researched the elements of successful strategy – we pass this knowledge onto you during the four-day executive education program. The course covers all those concepts of strategy, which fuel high-powered corporate performance. This course is intentionally intense, specially conceived to create breakthrough strategies, and facilitate strategy development through a rich and interactive learning environment. Participants will receive a comprehensive collection of strategic planning tools that will improve the quality of any future planning efforts back at the office.

## WHO SHOULD ATTEND

This program will benefit any manager or executive from a range of disciplines and backgrounds

- With concerns about how strategy is effectively developed, communicated and implemented
- Who wishes to expand their understanding of cutting edge strategic concepts and best practices
- Expecting a well-structured and comprehensive overview of modern strategic management
- Facing an impending strategic challenge
- Having responsibility for the strategic decisions of their firms

## AREAS OF FOCUS

### Corporate Goals as Organizational Alignment Tools

- Defining core values and communicating a clear vision
- Effective goal setting and goal management
- Meeting stakeholder expectations
- Navigating the CEO – board – senior management relationship
- Assessing performance in relation to goals

### Strategic Management Concepts and Practices

- Market share growth and new market development
- Types of competitive strategies: cost leadership, product differentiation, and niche strategies
- Scrutinizing the business model and building a stronger one
- How to come up with creative business models
- Plotting strategy in the face of network effects
- In- and outsourcing steps in the value chain

### The Corporate Environment: Markets and Industries in Flux

- The implications of globalization for strategy
- Assessing the corporate environment
- Responding to dynamic industry forces
- Exploiting industry realignments
- Opportunities in the digital economy

### Strategic Positioning

- Data gathering and analysis: the facts required to support decision-making
- Evaluating the corporate strategic position: from tenable to vulnerable
- Assessment of core competencies as potential basis for profitable growth
- Being different: a cornerstone of strategy
- Creating and capturing value throughout the value chain

### Avoiding and Escaping the Stagnation Trap

- Pushing the limits of market growth
- Consolidation: yes, stagnation: no
- Deriving growth from marketing
- Pursuing innovation with a conducive environment
- Maneuvering new strategic ventures

### The Key to Successful Strategy Implementation: Leadership

- Aligning management activities with performance expectations
- Achieving operational excellence
- Tools and techniques for promoting buy-in
- Effective implementation based on trust

## Dates

EP2426 Aug 29 – Sep 01, 2016 Davos

EP2417 Mar 06 – 09, 2017 Flims

EP2427 Aug 28 – 31, 2017 Lucerne

Duration: **4 days**

Fees: **EUR 4.500.– | CHF 4.900.– | US\$ 5.400.–**

Are you interested in corporate education or consulting? Call us at: +41(0)43 499 4020

# Strategic Management & Marketing for Developing Leaders

This four-day course teaches you indispensable management know-how that you need to take on greater responsibilities.

## CONCEPT

During the “Strategy and Marketing Training for Developing Leaders” program, our experienced faculty systematically covers core management topics, focusing on strategy and marketing. Using real world examples, you will learn about the key principles, tools and methods that companies use to attain success through management excellence. Structured approaches, illustrated with practical examples, distinguish this program. Valuable instruments used by successful management consultants help you apply the acquired knowledge in your company.

## WHO SHOULD ATTEND

- Managers at profit centers, business units and divisions who want to enhance their managerial effectiveness
- Up-and-coming managers who will soon be accountable for results and profit targets and who want to acquire the tools and mindset to achieve them
- Specialists, project managers and professionals from all business fields who are looking to increase their business acumen
- Junior managers designated for promotion to a higher position

## KEY BENEFITS

The course contents are delivered in a compact format with real-life practical examples, covering proven knowledge as well as new approaches. Participants will:

- Develop their understanding of the big picture and see how strategy and marketing interrelate and impact each other
- Learn all the strategic management tools, theory and techniques to advance their organization’s objectives
- Develop new methods for their own business based upon proven contemporary strategy and marketing know-how
- Be prepared for management tasks that require entrepreneurial talent, a holistic perspective and a focus on results

## AREAS OF FOCUS

### A Systems-Oriented Approach to Strategic Management

- Viewing and understanding a company from all angles
- Key success factors
- Profit mechanisms and the principle of cause and effect

### Principles of Effective Management

- Key management principles
- What it takes to manage corporations, divisions and departments effectively
- Leading individuals, teams, departments and networks

### Strategic Management Concepts and Practices

- Effective goal setting and goal management
- Understanding stakeholder expectations and ethical responsibilities
- A process view of strategy
- Competitive strategies: cost leadership, differentiation, focus or niche

### Customer Focus

- The permanent search for new customer value
- What customer focus really means
- How profitable customer relationships are built and used
- Conditions for marketing success
- Determining the right market position

### Marketing Concepts and Practices

- New paradigms in marketing
- The essentials of a convincing marketing concept
- How to put customers and customer value at the center of marketing efforts
- Achieving marketing success within budget

### Getting Results – Successful Implementation

- Identifying profit opportunities in a business
- How to spot low value or even dangerous business opportunities
- Knowing the mechanisms for improved profit margins
- Creating the conditions for superior profit margins

## Dates

EP5626	Sep 05 – 08, 2016	Hamburg
EP5617	Feb 27 – Mar 02, 2017	Frankfurt
EP5627	Aug 21 – 24, 2017	Hamburg

Duration: **4 days**

Fees: **EUR 3.900.– | CHF 4.300.– | US\$ 4.800.–**

Are you interested in corporate education or consulting? Call us at: +41(0)43 499 4020

# Effective Marketing Management

This training course demonstrates how effective marketing provides tools and insights to help you improve your product development, customer relationship management and organization in order to gain new customers, retain your current customer base and increase profits for the long term. 4 days.

## CONCEPT

Marketing is the prime interface between the customer and the business, and as such it impacts everything from strategy to profits. Yet, marketing often remains among the least optimized operations within a firm. Effective Marketing presents “must-have” information for executives, managers, and specialists who already offer great products and services, but who want to significantly improve their marketing performance. Furthermore, it explores the crucial strategic and tactical elements of marketing, be it in sales, customer service, or advertising.

## KEY BENEFITS

Upon completion of the program, you will have the ability to:

- Understand and recognize the sources of value in your markets
- Determine the most lucrative market segments to target a strong competitive position
- Integrate marketing into the organization’s overall business strategy
- Assess the effect of marketing on the financial performance of the company

## WHO SHOULD ATTEND

The program is designed for the following groups:

- Non-marketing executives and managers who are looking for pragmatic marketing know how
- Professionals in sales, customer relations, distribution, marketing, and market research
- Managers without a formal marketing background

## AREAS OF FOCUS

### Making Marketing an Integral Part of the Business

- Becoming a market-driven company
- The concept of customer value
- The ultimate goal of marketing: sustainable and profitable customer relationships
- Leveraging marketing research

### Effective Market Segmentation and Targeting

- Approaches to market segmentation
- Selecting target markets
- Marketing to the targeted segment

### Choosing the Optimal Marketing Strategy

- Providing customer value through differentiation
- Marketing strategy essentials: the 4 P’s and SWOT
- Analyzing your competitors’ approach to marketing

### Product and Service Marketing

- Defining customer, product, and distribution portfolios
- Adopting the right distribution and sales approach
- New business development

### Building Brand Equity

- Distilling and conveying a brand’s essence
- The laws of brand management
- Building brand awareness and value

### Integrated Marketing Communication

- Forms of internal and external communications
- Developing an effective communication strategy for products and services
- Budgeting and media selection

### Profitable Customer Relationships

- The process of building customer value
- Boosting revenue and profits with pricing strategies
- Customer life time value
- Key account management

### Marketing Processes and Controlling

- Measuring the tangible benefits of a marketing strategy
- Employing the right marketing metrics

## Dates

EP5826	Dec 05 – 08, 2016	Berlin
EP5817	Apr 24 – 27, 2017	Frankfurt
EP5827	Nov 13 – 16, 2017	Berlin

Duration: **4 days**

Fees: **EUR 3.900.– | CHF 4.300.– | US\$ 4.800.–**

Are you interested in corporate education or consulting? Call us at: +41(0)43 499 4020

# Financial Management for Executives

Effective financial management is an integral part of results-oriented management. No matter what sector you work in, this four-day intensive program will extend and deepen your financial know-how.

## CONCEPT

Adroit executives have to help businesses generate profits. To do so, they need to be armed with the right financial knowledge, and be able to use the right financial tools and analytical instruments. They also need to make decisions that improve the profitability, risk profile, and share price of their organizations. Not surprisingly, poor financial management is an all too common culprit of corporate crisis, which is why understanding the implications of financial management is critical, even for non-specialists. Through lectures, discussion and case studies, this four-day program equips you with the understanding you need to contribute to your company's bottom line.

## WHO SHOULD ATTEND

- Executives who are accountable for profits in their companies, divisions, business units or important profit centers
- Experienced managers who want to update their knowledge of financial management and controlling
- Managers on the promotion ladder who want to add financial management to their management repertoire
- Entrepreneurs who want to improve their financial skills and explore the latest developments in finance

## AREAS OF FOCUS

### The Management Function of Finance

- The relationship between shareholder, stakeholder and customer value
- Implications of financial decision-making for strategy and operations
- Financial analysis tools such as cash flow, valuation and risk analysis and their links to strategy and operations

### Managing for Sustainable Profitability

- Valuing businesses, investments and projects
- Determining the cost of capital

### Active Management of Value Drivers

- Taking advantage of the value chain
- Innovation as a long-term value driver
- Pricing strategies for improved returns
- Creating value through restructuring

### Corporate Treasury and Cash Management

- What financial metrics and ratios don't tell the user
- Cash: how much is too much?
- Optimizing working capital

### Risk Management

- Identifying components of risk
- Financial engineering and risk management

### Mergers and Acquisitions

- Internal versus external growth strategies
- Criteria for buying and selling businesses
- Key elements of the M&A process

### Analyzing Projects and Investment Opportunities

- Forecasting cash flows
- Choosing the appropriate cost of capital
- Projecting future funding requirements

### Cost Management and Control

- Understanding cost drivers
- Variable cost structures as a survival strategy
- The budget cycle and steps for creating a sensible budget

### Modern Capital Budgeting

- Comparing the cost of capital and required returns
- Payback, return on investment and net present value
- Managing the capital structure

### Key Performance Indicators and Performance Scorecards

- Aligning measures of financial performance with strategy
- Industry benchmarks

### Effective Management Reporting and Controlling

- Understanding and evaluating controlling reports
- Translating controlling into decision-making
- Formulating your own reporting requirements

## Dates

EP8426	Nov 14 – 17, 2016	Lucerne
EP8417	Jun 19 – 22, 2017	Davos
EP8427	Oct 23 – 26, 2017	Brunnen

Duration: **4 days**

Fees: **EUR 4.500.– | CHF 4.900.– | US\$ 5.400.–**

Are you interested in corporate education or consulting? Call us at: +41(0)43 499 4020

# Finance & Financial Decision-Making for Managers

This four-day program provides a systematic overview of finance and financial decision-making, and shows you how they relate to effective management.

## CONCEPT

Up-and-coming managers and functional specialists need a systematic overview and understanding of finance and managerial accounting, and how they contribute to superior management. As a manager, you need to understand financial decisions, and with increased responsibility, direct those decisions competently.

## KEY BENEFITS

If you are a manager from a non-financial background, this program will familiarize you with essential financial terminology, concepts and applications. It enables you to analyze and interpret commonly used financial information in making business decisions and to work more effectively with the financial managers of your organization.

## WHO SHOULD ATTEND

- Managers who are already, or will soon be held accountable for results, costs, contribution margins or profit goals
  - Managers of profit centers, business units and divisions who do not come from a financial background
  - Specialists and professionals from all business fields who are looking for a systematic introduction to finance
- This program is not designed for financial specialists. CFOs, Financial Directors or COOs may want to consider our Finance for Executives course.

## AREAS OF FOCUS

### Foundations of Financial Management

- Systematic overview of results-oriented financial management
- What you, coming from a non-finance background, need to know about finance
- The financial tool box

### Financial Statement Analysis

- Importance of financial statements
- Limitations and structure of financial statements
- Financial ratios, including risk and economic profit analysis

### Modern Financial Instruments

- Overview of financial markets
- Alternative sources of capital
- Recognizing capital and financing requirements

### Evaluating Investment Opportunities

- How you can evaluate new projects and investments
- How to choose the right hurdle rate
- How you can determine the return on investment

### Planning and Budgeting

- The planning and budgeting process
- Forecasting cash flows and cash requirements
- Budgets focused on accomplishing corporate objectives

### Financial Performance Measures

- Choosing the right financial indicators
- Aligning financial performance measures with strategy

### Increasing Enterprise Value

- Assessing the financial strength of your organization
- Various approaches to valuation

### Understanding Stakeholders' Expectations

- Shareholder versus stakeholder versus customer value
- What you need to know about investors and capital markets

### Managing Costs and Cost Accounting

- Overview of modern cost accounting
- Recognizing and allocating true costs

### Effective Management Reporting and Controlling

- Understanding and evaluating your controlling reports
- Formulating your own reporting requirements

## Dates

EP8226	Sep 26 – 29, 2016	Davos
EP8217	May 15 – 18, 2017	Flims
EP8227	Sep 25 – 28, 2017	Davos

Duration: **4 days**

Fees: **EUR 3.500.– | CHF 3.900.– | US\$ 4.300.–**

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# STUDIENPROGRAMME FÜR DIE PRAXIS

- 22 Management-Diplom-Programme (MDP)
- 24 Mini-Master in International Management
- 26 Mini-Master in General Management
- 28 International MBA

## Studienprogramme – Modularer Aufbau und Upgrade-Möglichkeiten

18–36 Monate	MBA International MBA	Anerkennung von Studieninhalten
12–24 Monate	Master Master of Management BBS	
6–18 Monate	<p><b>General-Management-Programme</b> Mini-Master in General Management Mini-Master in International Management</p> <p><b>BBS Management Diplom-Programme (MDP)</b>  <ul style="list-style-type: none"> <li>■ Strategie</li> <li>■ Marketing</li> <li>■ Finanzen</li> <li>■ Führung</li> <li>■ Young Manager</li> </ul> </p>	Upgrades jederzeit möglich
3–12 Monate	<p><b>Boston Executive Zertifikate (Management / Leadership)</b></p> <p><b>Management-Lehrgang mit Abschluss-Fallstudie</b> Boston Mini-MBA-Programm (s. <a href="http://www.bostonprograms.com">www.bostonprograms.com</a>)</p> <ul style="list-style-type: none"> <li>■ Seminare</li> <li>■ Selbststudium, E-Learning</li> <li>■ Seminar-, Abschluss-Arbeiten</li> <li>■ Prüfung</li> </ul>	Modularer Aufbau

Weitere Programme finden Sie unter:  
[www.bostonprograms.com/studienprogramme](http://www.bostonprograms.com/studienprogramme)

# Management-Diplom-Programme (MDP)

Modular aufgebaute 6- bis 12-monatige berufs begleitende Studiengänge, die in konzentrierter Form unabdingbares Management- und Betriebswirtschaftswissen über Strategie, Marketing, Leadership, Finanz- und Rechnungswesen, aber auch unternehmerische Gesamtführung vermitteln.

## EINFÜHRUNG

Die 6–12 Monate dauernden Management-Diplom-Programme (MDP) der Boston Business School vermitteln in sehr konzentrierter Form das heute unabdingbare notwendige Management- und Betriebswirtschaftswissen über Strategie, Marketing, Leadership, Finanz- und Rechnungswesen. Ein weiteres MDP, nämlich das Boston Young Manager BBS, zielt auf die Anforderungen, die die Rolle eines zukünftigen Managers mit sich bringt. Die Boston Business School bietet fünf Management-Diplom-Programme an:

- **Boston Strategie-Diplom BBS**
- **Boston Marketing-Diplom BBS**
- **Boston Finance-Diplom BBS**
- **Boston Leadership-Diplom BBS**
- **Boston Young Manager-Diplom BBS**

Weitere zwei Studiengänge – der «Mini Master in General Management BBS» und der englischsprachige «Mini Master in International Management BBS» – vermitteln in 12 bzw. 18 Monaten ein systematisches und ganzheitliches Generalisten-Wissen. Mehr Informationen dazu finden Sie auf den Seiten 24 und 26.

## ZIELGRUPPE, NUTZEN

Die Studiengänge richten sich ausschliesslich an leistungsorientierte heutige und künftige Führungskräfte, die sich vertieftes Wissen aneignen möchten, welches deutlich über einen einmaligen Besuch eines Managementseminars hinausgeht, für die aber ein mehrjähriges Vollzeit-Studium aus zeitlichen Gründen nicht in Frage kommt.

Allen Teilnehmern ist gemeinsam, dass sie Wert auf ein Höchstmass an Praxisbezug legen und je nach Programm den Anspruch haben, sich entweder zum Spezialisten auf einem Fachgebiet (z.B. Boston Marketing-Diplom BBS), oder für eine Rolle (Boston Young Manager-Diplom BBS) weiterzubilden.

## AUFBAU, INHALTE

Jedes Management-Diplom-Programm besteht aus:

- 4–5-tägiges Seminar der Boston Business School zum gewählten Schwerpunkt
- Fernstudium (ausgewählte Texte und Wissensprodukte zum gewählten Schwerpunkt)
- Frei wählbares 3–4-tägiges Ergänzungs- und Vertiefungsseminar
- Projektarbeit (30–40 Seiten)

Die Inhalte der Seminare, des Fernstudiums und der Projektarbeit sind auf ihre Spezialisierung zugeschnitten.

## ABLAUF, ABSCHLUSS

Die Studiengang-Teilnehmer nehmen an dem zum Studiengang passenden «Schwerpunktseminar» teil. Daran schliesst sich ein frei wählbares «Ergänzungs- und Vertiefungsseminar» an. Abschliessend wird dann die Projektarbeit bearbeitet. Mit der Bekanntgabe der Benotung endet der Studiengang und Sie erhalten Ihr Zertifikat. Die Reihenfolge von den Seminaren und der Projektarbeit ist nicht zwingend und kann, innerhalb eines Zeitraums von maximal 15 Monaten, geändert werden.

## DIREKTEINSTIEG / UPGRADE

Das Absolvieren eines Management-Diplom-Programms ist direkt oder als Upgrade nach einem Seminarbesuch möglich. Hierfür wird das besuchte Seminar inhaltlich und monetär angerechnet.

## STUDIENGEBÜHR

Die Studiengebühr der Management-Diplom-Programme beträgt EUR 9.900.– / CHF 11.500.–. Sie umfasst die ausgewählten Präsenzseminare, die Fernstudiumsmodule, die Studien-Helpline und die Betreuung der Projektarbeit.

## DATEN, ANMELDUNG

Beginn jederzeit zum Monatsanfang möglich. Tragen Sie bitte den Anmeldecode in die Anmeldekarte ein und lassen Sie uns diese per Fax, Briefpost oder Internet zukommen. Wir kontaktieren Sie dann bezüglich der Seminare und nächsten Schritte.

Studiengang	Boston Strategie Diplom BBS	Boston Marketing Diplom BBS	Boston Finance Diplom BBS	Boston Leadership Diplom BBS	Boston Young Ma- nager Diplom BBS
Anmelde-Code	MDP-STR	MDP-MA	MDP-FIN	MDP-LEA	MDP-YP
Dauer	6–12 Monate	6–12 Monate	6–12 Monate	6–12 Monate	6–12 Monate
Beginn	Jederzeit per Monatsanfang	Jederzeit per Monatsanfang	Jederzeit per Monatsanfang	Jederzeit per Monatsanfang	Jederzeit per Monatsanfang
Themen, Inhalte	<ul style="list-style-type: none"> <li>■ Strategie-Modelle</li> <li>■ Das Spektrum strategischer Optionen</li> <li>■ Risiken erkennen, Risiken bewusst eingehen</li> <li>■ Strategische Entscheidungen</li> <li>■ Implementierung</li> </ul>	<ul style="list-style-type: none"> <li>■ Marktanalyse</li> <li>■ Segmentierung</li> <li>■ Wettbewerbsstrategien</li> <li>■ Marken-Management</li> <li>■ Verkaufsmanagement</li> <li>■ Rentable Kundenbeziehungen</li> </ul>	<ul style="list-style-type: none"> <li>■ Rendite-Management</li> <li>■ Unternehmenswerte berechnen</li> <li>■ Gewinnpotenziale analysieren</li> <li>■ Steuerung von Werttreibern</li> <li>■ Die finanzielle Steuerung wahrnehmen</li> </ul>	<ul style="list-style-type: none"> <li>■ Die Führung der eigenen Person</li> <li>■ Kommunikative Kompetenz</li> <li>■ Die Bedeutung von Führungssituationen</li> <li>■ Fördern, fordern, coachen</li> <li>■ Veränderungsmanagement</li> </ul>	<ul style="list-style-type: none"> <li>■ Ganzheitliches Management</li> <li>■ Strategisches Management</li> <li>■ Führungsstil</li> <li>■ Selbstführung</li> <li>■ Strategien umsetzen</li> </ul>
Schwerpunkt-Seminar	<ul style="list-style-type: none"> <li>■ Strategie</li> </ul>	<ul style="list-style-type: none"> <li>■ Marketing</li> </ul>	<ul style="list-style-type: none"> <li>■ Finanzen</li> </ul>	<ul style="list-style-type: none"> <li>■ Leadership oder</li> <li>■ Führungs-kompetenz</li> </ul>	<ul style="list-style-type: none"> <li>■ Management und</li> <li>■ Führungs-kompetenz</li> </ul>
Vertiefungs- und Ergänzungsseminar (1 zur Auswahl)	<ul style="list-style-type: none"> <li>■ Decision Making</li> <li>■ Führungs-kompetenz</li> <li>■ Controlling</li> <li>■ Implementierung</li> <li>■ Business Development</li> </ul>	<ul style="list-style-type: none"> <li>■ Strategie</li> <li>■ Verhandlung</li> <li>■ Controlling</li> <li>■ Führungs-kompetenz</li> <li>■ Verkauf</li> <li>■ Online Marketing</li> </ul>	<ul style="list-style-type: none"> <li>■ Controlling</li> <li>■ Strategie</li> <li>■ Decision Making</li> <li>■ Führungs-kompetenz</li> <li>■ Gewinn-Mangement</li> </ul>	<ul style="list-style-type: none"> <li>■ Persönliches Führungsverhalten</li> <li>■ Persönliches Auftreten</li> <li>■ Verhandlung und Kommunikation</li> <li>■ Implementierung</li> <li>■ Decision Making</li> </ul>	<ul style="list-style-type: none"> <li>■ Finanzen</li> <li>■ Persönliches Auftreten</li> <li>■ Marketing</li> </ul>
Präsenztage	7–8	7–8	7–8	7–8	11–12
Fernstudium	Ja, berufsbegleitend. Ausgewählte Texte und Wissensprodukte zum Thema Strategie und Strategisches Management.	Ja, berufsbegleitend. Ausgewählte Texte und Wissensprodukte zum Thema Marketing.	Ja, berufsbegleitend. Ausgewählte Texte und Wissensprodukte zum Thema Finanz- und Rechnungswesen.	Ja, berufsbegleitend. Ausgewählte Texte und Wissensprodukte zum Thema Führung und Führungsverhalten.	Ja, berufsbegleitend. Ausgewählte Texte und Wissensprodukte zum Thema Unternehmensführung.
Projektarbeit	30–40 Seiten, Bearbeitungszeit: 2 Monate	30–40 Seiten, Bearbeitungszeit: 2 Monate	30–40 Seiten, Bearbeitungszeit: 2 Monate	30–40 Seiten, Bearbeitungszeit: 2 Monate	30–40 Seiten, Bearbeitungszeit: 2 Monate
Prüfung	Nein	Nein	Nein	Nein	Nein
Studien-Gebühren	EUR 9.900.– CHF 11.500.–	EUR 9.900.– CHF 11.500.–	EUR 9.900.– CHF 11.500.–	EUR 9.900.– CHF 11.500.–	EUR 9.900.– CHF 11.500.–

# Mini-Master in International Management BBS

Up-and-coming managers, specialists, and executives in training, who are deemed especially worthy of promotion, complete an individualized and part-time foundational course in general management topics over 12 to 18 months to accelerate their careers.

## CONCEPT

The first part of this foundational course in general management teaches the systematic and holistic knowledge of a general manager in a compact form and the second part permits specialization in individually chosen areas of focus, such as finance, strategy, or marketing. The course of study, with its individually tailored curriculum, is suited for managers, specialists, and executives in training who are deemed especially worthy of promotion or participants who want to demonstrate their general management proficiency, in a globalized context.

Part-time, the «Mini-Master in International Management» usually takes 12-18 months to complete.

## CURRICULUM

The course of study is split into two parts:

- Foundational Program, months 1 through 6
- Specialized Program, months 7 through 18

The foundational program is similar for all participants; it runs for the first 6 months, includes 8–10 seminar days (general management, business development and leadership), and is accompanied by 3 E-learning modules.

From the 7th month onward, participants concentrate on their chosen area of specialization. This includes the remaining 4-8 seminar days that cover material from the desired subject of specialization.

Foundational Program	Specialized Program
Months 1 through 6	Months 7 through 18
General Management Seminar Business Development Leadership Seminar <ul style="list-style-type: none"> <li>■ Finance (E-Learning)</li> <li>■ Marketing (E-Learning)</li> <li>■ Strategy (E-Learning)</li> </ul>	1-2 topical seminars (finance, marketing, strategy) <ul style="list-style-type: none"> <li>■ Bimonthly self-study modules</li> <li>■ Supporting literature relevant to chosen topic</li> <li>■ Seminar paper (15-20 pages)</li> <li>■ Final paper in chosen topic (30-50 pages)</li> </ul>

## INDIVIDUALIZED PLAN OF STUDY

The part-time study can be started at any time. After we have received your application, we invite you to an initial interview, which can also be conducted via telephone, to establish an individualized course of study. In this plan, the individual elements of your study program are defined. In doing so, we take your previous knowledge, practical experience, current work situation, and time restrictions into account. The study plan is structured such that this program can be completed in conjunction with your full-time workload, and tailored so as to exhibit a high degree of usefulness for your current functional role.

## CONTENTS

The diploma program comprises the following elements:

### Seminar Program

Over the course of the 12-18 months, part-time program, participants attend 12-18 seminar days. Together with the student advisor you define your course of study; you can choose from the entire range of seminars from Boston Business School. Boston Business School's seminars generally take place in Germany, Switzerland, Asia or the United States.

### E-Learning and Distance Education

The distance education component features three month-long E-learning modules. During the specialized part of the program (months 7–18), Boston Business School provides literature, case studies, and tools for in chosen topic of specialization in the form of bimonthly self-study.

### Seminar Paper

After 6-9 months, you will compose a 15 to 20-page seminar paper about a topic assigned to you by the head of studies. In writing it, you will gain deeper insight into your field of specialization. The topic is chosen such that you can derive the highest practical benefit for your daily business. You will have 4 weeks time to write the paper between the assignment of the topic and its due date.

## Illustration: Timeline for «Mini-Master in International Management»

Element	Month 1	Month 2	Month 3	Month 4	Month 5	Month 6	Month 7	Month 8	Month 9	Month 10	Month 11	Month 12
Initial Interview, Admission Study plan	■											
3 Monthly E-Learning Modules			■		■		■					
Seminars (determined on an individual basis)		■				■			■			
Bimonthly self-study modules (distance education)		■		■		■			■			
Seminar paper (15-20 pages)						■						
Final paper (30-50 pages)											■	
Diploma ceremony												

**Final Paper**

Towards the end of the program, you will write a 40 to 60-page final paper; you will have 2 months' time to write it. It should have a concrete connection to your professional environment and course of study, and also generate real benefit for your employer. The paper can build upon your seminar paper.

**Help-Line**

If at any time you have questions or feel uncertain, our study advisors are at your disposal.

**DIPLOMA**

Those who actively participate in the 12–18 seminar days, work through the distance education content, write the seminar paper, and satisfactorily complete the final paper, receive the «Mini-Master in International Management». The diploma ceremony and reception take place two times per year.

**DATES & APPLICATION**

After the initial contact, where the course of study will be individualized together with you, has taken place, the program starts any time at the beginning of any month.

- 12-18 seminar days to be attended according to individualized study plan
- Part-time distance education, based on e-learning and bimonthly modules
- 1 seminar paper (15-20 pages)
- Practical final paper (30-50 pages)
- Tuition: EUR 18.900.– / CHF 21.900.–
- Application number Z7500

**Study Advisor**

For any questions and/or a consultation, we are more than ready at any time at: +41 (0)43 499 40 20

You can also sit down any time with our head of studies in Zurich.

**Application**

To apply, please use the application card at the back of the brochure.

# Mini-Master in General Management BBS

**Jüngere Fach- und Führungskräfte oder berufserfahrene Spezialisten, die als besonders förderungswürdig eingestuft werden, absolvieren berufsbegleitend in 12 Monaten ein General-Management-Praxisstudium mit individuellem Studienplan. Abschluss mit dem Diplom der Boston Business School.**

## KONZEPT

Dieses General-Management-Praxisstudium vermittelt im ersten Teil systematisches und ganzheitliches Generalisten-Wissen in kompakter Form und erlaubt im zweiten Teil die Spezialisierung auf einen selbst gewählten Schwerpunkt. Der Studiengang mit seinem individuell erarbeiteten Studienplan eignet sich für jüngere Fach- und Führungskräfte, die als besonders förderungswürdig eingestuft werden oder aber auch für berufserfahrene Spezialisten.

## AUFBAU, INHALTE

Das Studienprogramm unterteilt sich in

- Basisprogramm, Monate 1 bis 6
- Spezialisierungsprogramm, Monate 7 bis 12

Das Basisprogramm wird von allen Teilnehmenden in identischer Form durchlaufen. Es umfasst die ersten sechs Monate und beinhaltet den Besuch von 8 bis 10 Seminartagen sowie das Lernen anhand von Monatsmodulen.

Ab dem siebten Monat bis zum Studienende wählen die Teilnehmenden die von ihnen gewünschte Spezialisierung. Die verbleibenden 5 bis 7 Seminartage sowie alle Lernmodule stammen dann aus dem gewählten Fachgebiet.

Basisprogramm	Spezialisierung
Monate 1 bis 6	Monate 7 bis 12
Allgemeine Betriebswirtschaftslehre Management Finanz- und Rechnungswesen Marketing Führung Führungsverhalten	Vertiefung in einem der Fachgebiete durch: <ul style="list-style-type: none"><li>■ Seminare</li><li>■ Module, Literatur</li><li>■ Seminararbeiten</li><li>■ Abschlussarbeit</li></ul>

## INDIVIDUELLER STUDIENPLAN

Der Beginn des berufsbegleitenden Studiums ist jederzeit möglich. Nachdem wir Ihre Anmeldung erhalten haben, laden wir Sie zu einem Eintrittsgespräch ein, das auch telefonisch erfolgen kann, und erstellen mit Ihnen den individuellen Studienplan. In diesem werden die einzelnen Bestandteile Ihres Lernprogrammes festgelegt. Dabei berücksichtigen wir Ihre Vorkenntnisse, Ihre praktischen Erfahrungen, die Anforderungen des aktuellen Arbeitsverhältnisses, Karriere Wünsche und zeitliche Restriktionen. Der Studienplan wird so strukturiert, dass berufsbegleitendes Lernen für Sie möglich ist und ein hoher Nutzen für Ihre praktische Tätigkeit resultiert.

## ABLAUF

Das Diplom Programm beinhaltet folgende Bestandteile:

### Seminarprogramm

Im Verlauf des 12-monatigen, berufsbegleitenden Programms sind 15 Seminartage zu besuchen. Sie können dabei aus dem gesamten Seminarangebot der Boston Business School auswählen und legen mit der Studienberatung zusammen die zu besuchenden Seminare fest. Seminare der Boston Business School finden in der Regel in Deutschland, in der Schweiz, in Österreich oder wahlweise in den USA statt.

### Fernstudium

Die Fernstudiumskomponente beinhaltet einerseits Literaturstudium mit ausgewählten Texten, andererseits Wissensprodukte der Boston Business School, die in 6 Monatsmodule eingeteilt sind. Diese sind durchzuarbeiten und für die Seminar- und Abschlussarbeiten nutzbar. So wird eine praxisingerechte Wissensvertiefung sichergestellt.

### Seminararbeit

Im Verlauf der 12 Monate verfassen Sie eine 20- bis 25-seitige Seminararbeit zu einem Thema, das Ihnen von der Studienleitung zugewiesen wird. Sie vertiefen dadurch den Lernerfolg. Die Themen werden so gewählt, dass Sie einen möglichst hohen Nutzen für Ihren praktischen Geschäftsalltag erzielen können. Von der Ausgabe des Themas bis zur Einreichung Ihrer Seminararbeit haben Sie jeweils 4 Wochen Zeit.

### Abschlussarbeit

Gegen Ende des Studiums verfassen Sie eine Abschlussarbeit, Umfang 40–60 Seiten, für deren Bearbeitung Sie 2 Monate Zeit haben. Diese sollte einen konkreten Bezug zum Ihrem beruflichen Umfeld und Ihrem Studium aufweisen und somit – auch für Ihren Arbeitgeber – einen konkreten Nutzen stiften. Die Arbeit kann auf Ihren Seminararbeiten aufbauen.

## Zeitlicher Ablauf Mini-Master in General Management\*

Bestandteile	Monat 1	Monat 2	Monat 3	Monat 4	Monat 5	Monat 6	Monat 7	Monat 8	Monat 9	Monat 10	Monat 11	Monat 12
Zulassung**	■											
Monatsmodule***		■		■		■		■		■		■
Seminare****		■				■			■			
Seminararbeit								■				
Abschlussarbeit											■	
Prüfung												■
Zertifikatverleihung												

\* Dieser Zeitablauf ist als Beispiel zu verstehen – \*\* Eintrittsgespräch, Zulassung, Studienplan – \*\*\* Fernstudium – \*\*\*\* Individuell zusammengesetzt

**Abschlussprüfung**

Der Besuch der vorgeschriebenen 15 Seminartage sowie das erfolgreiche Absolvieren des Fernstudiums inklusive Seminararbeiten und Abschlussarbeit sind Voraussetzungen für die Zulassung zur Abschlussprüfung.

Diese findet im Rahmen einer eintägigen Veranstaltung in einem unserer Studienzentren in der Schweiz (Zürich oder St. Gallen) statt und hat zwei Komponenten:

- In einer kurzen mündlichen Prüfung zeigen Sie, dass Sie betriebswirtschaftlich argumentieren können.
- In einer schriftlichen Prüfungsklausur belegen Sie, dass Sie die Inhalte Ihres Studien-Programms praxisgerecht anwenden können.

**Help-Line**

Bei Unsicherheiten und Fragen steht Ihnen unsere Studienberatung jederzeit zur Verfügung.

**ABSCHLUSS**

Den Mini-Master in General Management der Boston Business School erhält, wer aktiv an den 15 Seminartagen teilgenommen hat, die Inhalte des Fernstudiums bearbeitet hat und zwei Seminararbeiten und die Abschlussarbeit zumindest befriedigend abgeschlossen hat. Diplomverleihungen finden anlässlich eines Festaktes an zwei Terminen pro Jahr statt.

**DATEN, ANMELDUNG**

Beginn jederzeit zum Monatsanfang nach zuvor erfolgtem Eintrittsgespräch und individuell zusammen mit Ihnen erarbeitetem Studienplan.

- Präsenzseminare individuell gemäss Studienplan, 15 Tage insgesamt
- Fernstudium berufsbegleitend, basierend auf Monatsmodulen
- Seminararbeit 20–25 Seiten
- Abschlussarbeit 40–60 Seiten, praxisorientiert
- Prüfung ja, schriftlich und mündlich
- Studiengebühr EUR 17.800.–  
CHF 19.200.–
- Anmeldeummer Z7000

**Studienberatung**

Für allfällige Fragen und für ein Beratungsgespräch stehen wir Ihnen unter der Telefonnummer +41 (0)43 499 40 20 gerne zur Verfügung, ebenso für einen Besuch am Sitz unserer Studienleitung in Zürich.

**Anmeldung**

Zur Anmeldung verwenden Sie bitte die Anmeldekarte hinten im Prospekt.

# International MBA

## mit akademischem Abschluss

An advanced academic general management program targeted to high achieving and internationally minded managers. Combining Boston Business School's on site programs and top rated faculty with USQ's distance education expertise.

### CONCEPT

For many professionals an academic accredited MBA degree with its mix of theory and practice is the degree of choice. Boston Business School and the University of Southern Queensland (USQ/Australia) have partnered to offer such a Master of Business Administration (MBA) program. By combining Boston Business School's on site programs and top rated faculty with USQ's distance education expertise, participants can have the best of both worlds.

### WHO SHOULD PARTICIPATE

The International MBA program is an advanced academic general management program targeted to high-achieving and internationally minded managers who want to develop both professionally and academically. It is designed for executives and managers aged 26 to 48 years to take them forward in their career. As is typical for MBA programs, the program is designed for graduates from any discipline, which need not be business-related.

### AREAS OF FOCUS

This program provides a high level vocationally-oriented MBA program with a focus on producing graduates who display competence in a wide range of areas relevant to management practice at senior levels. The on-site courses offered by Boston Business School expand the distance course contents by preparing participants for their role as decision makers and leaders of change, who will be responsible for operationalizing strategy and creating value through systems, processes and people. During the on-site courses participants can also broaden their peer network by establishing enduring connections with a diverse group of talented individuals.

### PROGRAM STRUCTURE

#### Overview

The International MBA program consists of 15 compulsory courses. Eleven of these courses are core courses; four are elective courses where students can specialize. Of the eleven core courses, three courses are on site and are offered by Boston Business School. They take place in Germany, Switzerland, the USA or Asia. In German or English. Full-time students can finish the program in about a year, part-time students should budget about 18 to 24 months for successful completion of the program.

#### Core Courses

Core courses required and taught by Boston Business School are:

- General Management (5 days)
- Leadership (4 days)
- Financial Management (4 days)

In the «General Management» course, which ideally will start your International MBA program, you will gain a focused overview of key management and business administration topics such as marketing, finance and strategy while you learn to ignore myths, fashionable trends and other aberrations. In short you will learn to develop a cross-functional, integrated perspective towards solving business problems in a program taught on site by Boston Business School's first-class lecturers.

The «Leadership» course introduces the concept of leadership with lots of hands-on training. There are lots of good MBA-programs available, but it does not take much insight to discern that the leadership qualities of MBA graduates determine their chances for career advancement and success in the work place.

The third course required and taught by Boston Business School faculty focuses on financial management and results.

#### Core Courses required by USQ:

- Information Systems for Managers
- Accounting for Managers
- Marketing Management
- Decision Support Tools
- Economics for Managers
- Strategic Management
- Management and Organizational Behavior
- Australian Law and Business or Comparative Law and Business

### Elective Courses

The elective courses allow students to specialize in subject areas such as «International Business», «e-Business», «Corporate Information Management», «Marketing», «Project Management». Students must choose four courses in each specialization area. Students who wish to mix specialization courses can do so for a general specialization. There is an option to take USQ courses in Australia.

### Program Start

You can start the International MBA program once you have been admitted to the program. Courses offered by Boston Business School can be attended immediately. USQ divides its academic year into 3 terms as is typical for Australian Universities. This determines when you can start with the USQ courses. The three terms, semesters as they call it at USQ, are:

- Semester 1: March – June
- Semester 2: July – November
- Semester 3: November – February

Each USQ course takes one term.

### Exams, Assignments and Graduation

Exams for USQ courses are held in February, June, and November each year and take place world wide, including Germany and Switzerland. Each exam covers one course. Assignment requirements vary according to which course is studied. Details are provided in each student study package at the beginning of each term.

To complete each course, usually several assignments or reports have to be submitted by scheduled due dates. Completed assignments are returned to students with a grade and feedback to further assist studying. There is no Master's Thesis required. Students who have completed all 12 USQ courses successfully will be granted the degree of «Master of Business Administration» of the University of Southern Queensland (USQ).

## ACCREDITATION, REPUTATION

The University of Southern Queensland (USQ) is a fully accredited Australian Government University, which has been in operation since 1967. USQ Master's degree programs are recognized throughout the European Union, including Germany and Austria, Switzerland, the US and more than 80 countries worldwide, including Commonwealth nations such as Canada and India.

In addition, USQ has an excellent reputation. In Australia, USQ is recognized as a leading University, and was named Australia's University of the Year 2000–2001. This prestigious award was presented by the Australian Prime Minister.

## ADMISSION

### Admission Requirements

Applicants are considered for admission on the basis of their individual applications. To enter the International MBA Program, participants require a Bachelor's degree and a minimum of two years full time relevant work experience. Because all USQ study and teaching materials and assessments are in English, students need to demonstrate an appropriate level of English language proficiency prior to the start of the Master's program by taking the TOEFL test. GMAT is not required.

### Application Procedure

Applicants who have decided to apply for the International MBA program should do so by using the registration card at the end of this brochure. They then will receive an application form especially designed for the International MBA program with detailed application instructions. Applicants need to provide the following information:

- Copies of academic transcripts
- A resume in English
- Two portrait photos
- Confirmation of professional activity (2 years)
- TOEFL test scores

Boston Business School and the University of Southern Queensland (USQ) then make a joint decision on admission.

### Further Information and Advice

For more information about this MBA program, please contact:

Boston Business School  
 info@bostonprograms.com  
 Telephone: +41 (0) 43 499 4020

## DATES AND FEES

Program Number	Z8000
Fees	EUR 36.800.– / CHF 38.900.–

The program fees include all Boston Business School and USQ courses and teaching materials related to them. Also included are examination and correction fees. Not included are books related to and required for USQ's distance modules and meals/ accommodation transportation for Boston Business School's on site programs.

# GENERAL INFORMATION & REGISTRATION

## Registration and Confirmation

You can register by email, mail or fax, or through our website. Once you have registered, you receive written confirmation, including detailed information on the location of the program, travel directions, hotel accommodations and an invoice for the program fees. If the program is fully booked, we notify you immediately. When you complete the program, you receive a certificate of attendance. Please note that the program curriculum, faculty and hotels are subject to change and/or amendment.

## Change of Registration

If you need to change your registration, please notify us at least 6 weeks before the program starts. A change of registration entails fees of Euro 300. In some rare circumstances, a program or parts of a program may have to be postponed or modified. In such cases, we will notify you immediately to ensure that you can attend an alternative program with similar content.

## Cancellation

You may cancel your registration free of charge 4 months before the program starts. If you cancel between 4 months and 6 weeks before the start date, you will be reimbursed 40% of the program fees. For cancellations within 6 weeks of the program start date, you will be charged the full program fees. You can arrange to have someone take your place up to 3 days prior to the program start date.

## Program Fees

Program fees for our seminars and programs include the faculty fees and educational materials associated with the program (V.A.T. is not included). Accommodations and meals are not included. If only parts of a program are attended, missed parts may not be made up. The fees for our Master's and diploma programs include all the required courses, programs and program documentation. Payment is accepted in Euros, Swiss Francs or US Dollars. Reference currency: Euro.

## Accommodations and Meals

Our programs are held in high-quality hotels and seminar centers. Participants are not obligated to stay at the seminar hotel. Note, however, that Boston Business School customarily negotiates a special room rate with the seminar hotel. Unless it is included in the accommodation rate, an additional daily seminar service fee for mineral water, coffee, etc., will be charged to participants. For rooms at the seminar hotel, participants make their own reservations following instructions provided by Boston Business School, and pay the hotel bill on the final day of the program.

## Insurance and Disclaimer

Boston Business School does not offer insurance to participants. Therefore, participants must carry their own insurance policies to protect them from damages due to accidents, disease, theft and so on. Boston Business School cannot be held liable for damages. Terms, conditions and course content are subject to change and/or amendment.

## REGISTRATION FORM

Please complete and print this registration form and mail or fax it to:

Boston Business School  
European Headquarters  
Klausstrasse 43  
CH-8008 Zürich/Switzerland

Phone +41 (0)43 499 40 20  
Fax +41 (0)43 499 40 21  
E-Mail info@bostonprograms.com  
Internet www.bostonprograms.com

### I wish to participate in the following program:

Name of Program

Program Number

Program Dates

Prefix

Ms.

Mr.

Titel

Last Name

First Name

Company/Organization

Street, P.O. Box

Postal Code, City

Country

E-mail

Telephone

Fax

Position

Industry (opt.)

Number of Employees (opt.)

under 200

up to 1000

over 1000

Signature

Date

# ADMINISTRATION & ANMELDUNG

## Anmeldung

Ihre Anmeldung nehmen wir gerne per Post, Fax, Internet oder E-Mail entgegen. Bitte füllen Sie untenstehende Anmeldekarte vollständig aus und senden oder faxen Sie uns diese zu. Nach Eingang Ihrer Anmeldung erhalten Sie von uns die schriftliche Anmeldebestätigung, Angaben zum Seminarort und Hotel sowie die Rechnung für die Seminargebühr. Sind keine freien Plätze verfügbar, werden Sie unverzüglich darüber informiert. Kleinere Programmänderungen und Umdispositionen von Referenten oder Hotels bleiben vorbehalten.

## Umbuchung, Annullierung

Ein Seminarbesuch kann aus zwingenden Gründen von einem Termin auf die nächste Durchführung verschoben werden. Wird eine solche (im Ausnahmefall) nicht durchgeführt, so erfolgt die Umbuchung auf ein Seminar resp. Programm mit ähnlichen Inhalten. Eine Umbuchung ist nur einmalig und nur bis 6 Wochen vor Seminarbeginn möglich. Die Umbuchungsgebühr beträgt EUR 300.–. Die Annullierung einer Anmeldung ist bis 4 Monate vor Seminarbeginn kostenlos. Danach werden bei einem Rücktritt bis 6 Wochen vor Seminarbeginn 40% der Seminargebühr verrechnet. Erfolgt der Rücktritt innerhalb von 6 Wochen vor Seminarbeginn, so ist die gesamte Seminargebühr zu entrichten. Eine Vertretung kann bis 3 Tage vor Seminarbeginn gebucht werden.

## Seminargebühren

In der Seminargebühr enthalten sind das Kurshonorar (ohne allfällige Mehrwertsteuer) sowie ausführliche Seminarunterlagen. Auch enthalten ist eine Teilnahmebestätigung bzw. ein Zertifikat über den Besuch des Kurses. Nicht inbegriffen sind die anfallenden Kosten für Unterkunft und Verpflegung sowie der Tagespauschalen-Anteil. Die Seminargebühr kann in Schweizer Franken oder in Euro entrichtet werden.

## Studiengebühren

Die Studiengebühr für unsere Studien-Programme beinhaltet die Kosten für den Studienteil, die Seminare, den Lehrstoff und die Seminarunterlagen. Nicht inbegriffen sind die Kosten für Unterkunft und Verpflegung, die direkt dem Hotel zu

bezahlen sind, sowie die Kosten für die Prüfungsgebühr (wo vorgesehen) in Höhe von CHF 700.– / EUR 500.– (ohne allfällige MwSt.).

## Unterkunft, Verpflegung

Unsere Veranstaltungen finden in Seminar-Zentren, meist 4- oder 5-Sterne-Hotels statt. Die Teilnehmenden übernachten im Seminarhotel oder in einer selbst gewählten Unterkunft. Die Übernachtungskosten sind in der Seminargebühr nicht enthalten. Die Hotels stellen den Teilnehmenden individuell Rechnung, die Hotelrechnung ist am letzten Seminartag beim Auschecken durch den Teilnehmenden zu bezahlen. Die Tagespauschale (inkl. Mittagessen) ist zusammen mit den sonstigen Aufwendungen wie Getränke u.a. vom Teilnehmer am letzten Seminartag direkt an das Hotel zu bezahlen, sofern sie nicht im Halbpension-Preis bereits inbegriffen ist. Details siehe Zimmerreservations-Blatt. Dies ermöglicht es, eine Unterkunft eigener Wahl (von Economy bis Luxus – Seminarhotel oder auswärts) zu buchen und vor allem auf Preisaktionen und günstige Angebote für Flug und Unterkunft der Reiseanbieter zurückzugreifen.

## Versicherung

Es ist Sache der Teilnehmer/innen, allfällige Versicherungen abzuschliessen. Boston Business School erbringt keine Versicherungsleistungen und kann für Schäden aus Unfall, Krankheit, Diebstahl, usw. nicht haftbar gemacht werden. Wir empfehlen eine Annullationsversicherung bei Ihrer Versicherung abzuschliessen, die Stornokosten wegen Krankheit und anderer Ereignisse abdeckt.

## Anreise zum Standort

Zusammen mit der Anmeldebestätigung erhalten Sie Angaben zu Hotel und Anreise. Weitere Informationen zu unseren Seminarzentren finden Sie im Internet unter [www.bostonprograms.com](http://www.bostonprograms.com).

Alle früheren Angaben und Preise verlieren ihre Gültigkeit. Die vollständigen Allgemeinen Geschäftsbedingungen (AGB) finden Sie im Internet unter [www.bostonprograms.com/AGB](http://www.bostonprograms.com/AGB)

## ANMELDE-KARTE

Bitte senden oder faxen Sie den Anmeldecoupon an:

Boston Business School  
European Headquarters  
Klausstrasse 43  
CH-8008 Zürich

Telefon +41 (0)43 499 40 20  
Telefax +41 (0)43 499 40 21  
E-Mail [info@bostonprograms.com](mailto:info@bostonprograms.com)  
Internet [www.bostonprograms.com](http://www.bostonprograms.com)

### Ich melde mich wie folgt an:

#### Programm

Nummer Datum

Teilnehmer Anrede  Herr  Frau Titel

Name

#### Firma

Strasse, Postfach

PLZ Ort

Land

E-Mail Teilnehmer/in

E-Mail Kontaktperson

Telefon Telefax

Funktion Branche

Anzahl Mitarbeiter  bis 200  bis 1000  über 1000

#### Unterschrift

# THE BOSTON BUSINESS SCHOOL ADVANTAGE

[www.bostonprograms.com](http://www.bostonprograms.com)



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Business  
School

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[www.bostonprograms.com](http://www.bostonprograms.com)

**BOSTON**   
BUSINESS SCHOOL