

# St. Gallen Junior Business School

## Sessions

### Dates

St. Gallen Business School organizes each seminar and program several times a year. Dates see: [www.sgbs.com/e20](http://www.sgbs.com/e20)

### Location

Some seminars take place in Switzerland, others in Germany or Austria.

### Course fee, Duration

CHF 10'900.- excl. VAT, 4 + 4 + 4 days  
Invoicing in Euro is possible, at the current daily rate.

## Registration

Internet: [www.sgbs.com/e20](http://www.sgbs.com/e20)  
E-Mail: [seminars@sgbs.com](mailto:seminars@sgbs.com)  
Phone: +41 71 225 40 80

Please note our General Terms & Conditions, see [www.sgbs.com/terms](http://www.sgbs.com/terms)

## Participants

The Junior Business School is geared to the needs and business situation of participants aged between 28 and 48:

1. Emerging Managers, staff unit holders and those responsible for central service units who wish to benefit from comprehensive, systematically structured business management training.
2. Advanced junior managers who are taking on or have taken on a responsible management position and would like to subject their management knowledge to a thorough check-up.
3. Practitioners who want to critically scrutinize and review the knowledge they have gained in practice.
4. Engineers, technicians, lawyers and other professionals, who want to acquire comprehensive management knowledge in a very intensive form.

## Concept

The St. Gallen Junior Business School is a demanding intensive management program for managers, junior managers and specialists who want to qualify for a demanding management role or critically question and deepen their existing management knowledge.

Based on the St. Gallen management approach, the central topics of corporate management are explained and trained using specific cases: St. Gallen management model, marketing management, structure and process management, leadership, financial management.

## Benefit

This program teaches the principles of successful management as well as new management knowledge on the central topics of effective corporate management. We place particular emphasis on a high level of practical relevance and learning transfer.

In addition to professional skills and the correct use of management methods, performance-oriented employees are also characterized by a high level of social competence. Participants learn about their strengths as leaders. They learn how to use these strengths correctly.

## Topics

### Leadership and employee management

Which management style produces the best results under which conditions?  
How can optimal employee performance be achieved with high employee satisfaction?

### Behavioral patterns in the management process

Every manager behaves according to an individual pattern of behavior. This becomes recognizable for employees and becomes the rule of the game in everyday business dealings with their boss. Our instructor shows the typical behavioral patterns in the management process.

### Strengths in leadership behavior

Building on this, it is usually possible to recognize one's own strengths in personal leadership behaviour. And, of course, your own weaknesses. In the seminar, we concentrate on strengths. Because behavioral changes take a long time and it is more rewarding to build on strengths and reinforce them.

### Putting strengths to use

Once you have succeeded in identifying your own strengths, the question arises as to whether you consciously use them. We train typical situations from business life and show how per-

## Topics

sonal strengths can be used consciously.

### Personal social competence

Personal social skills should grow with increasing experience and responsibility. We show which characteristics social skills have and how optimization potential can be used.

### The holistic management approach

- From model to practical benefit
- Holistic thinking as a source of sustainable corporate success

### Holistic management of corporate divisions

- Managing one area, but keeping an eye on the big picture
- Achieving short-term goals while investing in the future

### The new strategic management

- Strategic thinking
- Structure and content of a divisional and profit center strategy
- The strategic analysis
- Utilizing strategic scope for action

### The new marketing

- In the new marketing: "Everything that communicates, sells".
- Anyone who communicates externally is therefore relevant to marketing.
- How do you organize this marketing?

### Financial management

- Financial success can be controlled using a few parameters
- What is your own scope for action to contribute to financial success?
- Planning, budgeting and controlling the profit center result
- Measures to improve results

### Planning and budgeting

- Ambitious planning and budgeting
- Dealing with instabilities and uncertainties
- Adapting to fluctuating environmental factors
- Planning constants in an unpredictable world

### Investment calculation

- Is it worth investing in rationalization?
- Does investment in innovation pay off?
- Make-or-buy: What to do yourself, what to do through others?
- Outsourcing or insourcing

### Financing

- Calculation of financial requirements for new strategies and concepts
- Cash flow statement, capital requirements and source of funds
- The best forms of financing
- Minimizing the cost of capital

### Liquidity management

- Calculate liquidity
- Ensure liquidity at all times

### Achieving profit and profitability targets

- Setting ambitious profit and profitability targets
- Measures and mechanisms of profit management
- Achieving profit, cash flow, profitability and contribution margin targets

### Costs under control?

- The desired cost position
- Cost planning and cost control
- Controlling the break-even point
- Consciously organize fixed costs
- Making costs variable and flexible

### Personal skills

- The winning conversation
- Earning trust
- Show commitment
- Being a team player
- Being a valuable group member
- Personal ability to assert yourself in a personable way

### Leadership and leadership behavior

- Taking responsibility for tasks and projects
- Convince with your own ideas
- Communication within the team
- Winning employees for commitment
- Principles of leadership
- Own behavior patterns in leadership situations

# Enrollment Form

**St. Gallen Business School**  
**Rosenbergstrasse 36**  
**CH-9000 St. Gallen**  
**Switzerland**

**Phone** +41 71 225 40 80

**Internet** [www.sgbs.com](http://www.sgbs.com)

**e-mail** [seminars@sgbs.com](mailto:seminars@sgbs.com)

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Seminar-Name

\_\_\_\_\_  
Seminar-Number, Seminar-Date

\_\_\_\_\_  
First Name, Family Name

\_\_\_\_\_  
Company

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Address

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Country, ZIP-Code, City

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Business type, number of employees

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Telephone

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e-mail

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Job title

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Date of Birth

\_\_\_\_\_  
Date

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Signature

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**Enrollment**

## Terms & Conditions for Seminars and Programs

### Registration

We are happy to accept your registration or application for a management seminar or program by email, post or internet.

After receiving your registration, we will send you:

- confirmation of your registration with invoice
- information on the schedule, hotel/conference center and arrival
- the room reservation form for your hotel booking

If the seminar is already fully booked, you will be informed immediately.

### Information about the seminar hotels

Further information about our seminar centres and hotels can be found on the Internet [www.sgbs.com/hotel](http://www.sgbs.com/hotel)

### Course fee, Hotel costs, Topics

The course fee (plus VAT, depending in which country the seminar takes place) includes includes tuition and all course material. Participants will download the seminar materials electronically from our download center shortly before the seminar. We will send you an email with a link to download them. The course fee does not include any hotel services such as overnight accommodation, breakfast, meals and the daily flat rate for the hotel or conference center. Participants must pay these directly to the hotel. The daily delegate rate of the conference centers in London, Boston and Shanghai is billed directly by the St. Gallen Business School and forwarded to the conference center.

Participants are of course free to stay overnight outside the seminar hotel. In this case, you pay only the daily flat rate charged by the hotel/conference center directly to the hotel or conference center.

The course fee is charged after registration and must be transferred no later than 6 weeks before the start of the seminar. We reserve the right to make minor changes to topics, the sequence of topics and speakers.

We as organizers have the right to move a seminar to our study center in St. Gallen for valid reasons without this justifying cancellation of registration.

### Cooperation, Questionnaire

Some of our seminars are held in cooperation with other renowned institutions. The respective event partner records customer satisfaction at the end of the seminar and forwards the evaluation to the cooperation partner.

### Certificate

You will receive a course certificate upon completion of the course, or in the case of a multi-part program, during the last part of the program.

### Change of Booking, Postponement

If you rebook a booked seminar or part of a seminar up to 3 months before the start, we charge a re-booking fee of CHF 400 plus VAT. If you rebook between 6 weeks and 3 months before the start of the seminar, 20% of the fees for the rebooked event must be paid. If you rebook less than 6 weeks before the start, 40% of the fee is due. If you re-

book less than 2 weeks before the start of the seminar, 80% of the fee is due. If you do not show up, the fee will be forfeited without compensation. Seminars and parts of seminars not attended will be forfeited.

When rebooking, there may be program changes/ adjustments and overlaps. This does not entitle you to a partial refund of the seminar fee.

### Cancellation, Withdrawal

ECancellation of registration (withdrawal or cancellation) is possible free of charge up to 3 months before the start of the seminar. If you cancel between 3 months and 6 weeks before the start of the seminar, 40% of the seminar fee plus VAT will be charged.

Alternatively, a replacement participant can be provided up to 14 days before the start of the seminar against payment of the rebooking fee of CHF 700.- plus VAT, in accordance with the target group description.

The full seminar fee will be charged if the cancellation is made less than 30 working days before the start of the seminar.

Individual seminars can be cancelled by the organizer at short notice due to force majeure or due to a lack of participants up to 10 working days before the start of the seminar at the latest, without any claim for damages being made.

### Postponement in case of danger, pandemic

We treat rebookings made due to a pandemic or an acute danger situation (terror, war) with great

goodwill: We waive the usual rebooking fees. Due to the extended rebooking option, the above-mentioned "free cancellation up to 3 months before the start of the seminar" does not apply. The seminar fee, if not already paid, remains due with the value date stated in the invoice.

Dangerous situations include events such as an epidemic, a pandemic, disasters, serious political or social upheavals that pose a danger to the participants that should reasonably be avoided by postponing the event. A postponement for such reasons by St. Gallen Business School does not entitle the participant to cancel the booked seminar or program.

### Insurance, Liability, Price Changes

We recommend that you take out seminar cancellation insurance with your insurance company to cover cancellation costs due to illness and other events.

Any other damage that could be directly or indirectly related to the seminar attendance, whether from accident, illness, liability, theft, cancellation of the seminar by the organizer or damage resulting from the application of the management knowledge imparted by the participants or the company commissioned by us, must also be insured or covered. We exclude any liability.

Swiss law applies **and the place of jurisdiction is St. Gallen.**

With the publication of a new brochure, all previous information regarding content, speakers and prices become invalid.