Strategic Planning and Management Control Course

15 – 19 February 2027
Tokyo

AGILE LEADERS
Training Center

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Ref: 1052_177592 **Date:** 15 – 19 February 2027 **Location:** Tokyo **Fees:** 10000 Euro

Overview

Strategic Planning and Management Control Course is a one-week advanced course for finance directors, controllers, FP&A leaders, strategy managers, and business-unit finance managers, who leave with a Strategy Execution and Management Control Framework. Participants connect strategic priorities, driver-based resource allocation, responsibility centers, budget governance, performance measures, review routines, and corrective decisions. Agile Leaders Training Center develops strategic planning and management control capability.

Who Should Attend

- Finance leadership teams responsible for resource allocation, control architecture, and executive decision support
- Planning teams responsible for assumptions, integrated plans, budgets, and rolling outlooks
- Strategy teams responsible for objective cascades, execution reviews, and initiative governance
- Business-unit teams responsible for targets, accountability, variances, and corrective action
- Performance teams responsible for financial and non-financial measures and management reporting

The course assumes participants can interpret management accounts, budgets, and strategic objectives, and it leaves introductory accounting and basic spreadsheet skills outside its scope.

Departments and Industries

The course supports departments and industries that must convert strategic priorities into governed resource and performance decisions.

- Finance, FP&A, management accounting, and corporate strategy
- Operations, transformation, performance management, and internal governance
- Manufacturing, energy, infrastructure, and logistics
- Financial services, technology, telecommunications, and professional services
- Healthcare, retail, hospitality, and public-service organizations

Learning Objectives

By the end of this course, participants will be able to:

- Build a strategic objective and accountability cascade
- Apply driver-based resource allocation to strategic priorities
- Design responsibility centers and management control measures
- Analyze budget variances and execution exceptions
- Evaluate financial and non-financial performance evidence
- Build a governed review and corrective-action cycle

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Course Agenda

Day 1: Strategy-to-Control Architecture

- Strategic Objective Cascade Map
- Value Driver and Outcome Logic Model
- Planning Assumption Register
- Strategy Execution Accountability Matrix
- Management Control System Boundary Canvas

Day 2: Resource Allocation and Budget Governance

- Driver-Based Resource Allocation Model
- Strategic Initiative Funding Matrix
- Budget Assumption Challenge Checklist
- Scenario and Constraint Analysis Grid
- Budget Governance Decision-Rights Framework

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Day 3: Responsibility and Performance Measures

- Responsibility Center Design Map
- Controllability and Accountability Test
- Financial Performance Measure Catalogue
- Non-Financial Indicator Cause-and-Effect Map
- Target and Tolerance Setting Worksheet

Day 4: Review, Variance, and Corrective Control

- Budget Variance Decomposition Tree
- Execution Exception Prioritization Matrix
- Management Performance Review Pack
- Corrective Action Decision Log
- Escalation and Control Override Protocol

Day 5: Strategy Execution Control Practice

- Exercise: Build an Objective and Accountability Cascade
- Exercise: Allocate Resources Across Strategic Initiatives
- Exercise: Diagnose Variances and Execution Exceptions
- Exercise: Conduct a Management Performance Review
- Capstone Exercise: Strategy Execution and Management Control Framework

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Practical Exercises

The course uses suggested activities that connect strategic priorities, resource decisions, performance evidence, and corrective control.

- Suggested activity: challenge planning assumptions and trace their effect on operational drivers
- Suggested activity: assign responsibility for measures while testing controllability and accountability
- Suggested activity: separate price, volume, efficiency, and execution causes in a variance case
- Suggested activity: defend corrective actions through a simulated executive review

FAQs

Who suits strategic planning and management control training?

Finance, planning, strategy, and business-unit leaders who already use budgets, management reports, and strategic objectives suit the training. The course assumes practical exposure to planning or performance decisions.

How does strategic planning and management control differ from budgeting training?

Strategic planning and management control connects objectives, accountability, resource allocation, measures, review, and corrective action. Budgeting training usually concentrates more narrowly on preparing and monitoring financial plans.

What is a management control system?

A management control system is the connected set of responsibilities, measures, information, review routines, and decisions used to guide execution and respond when results depart from strategic intent.

How should organizations analyze execution variances?

Organizations should separate operational drivers from planning assumptions, identify controllable and uncontrollable causes, assess strategic impact, assign decision ownership, and record corrective action with clear review points.

Conclusion

Participants take back a Strategy Execution and Management Control Framework containing objective cascades, resource-allocation logic, responsibility structures, measures, variance diagnostics, review packs, and corrective-action controls. It turns planning into a traceable management cycle. Finance and strategy teams can use it to govern execution and focus decisions on material exceptions.