# Advanced SME Tax Governance and Compliance Controls Course

2 – 6 November 2026
Tokyo

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# Advanced SME Tax Governance and Compliance Controls Course

**Ref:** 1057_177967 **Date:** 2 – 6 November 2026 **Location:** Tokyo **Fees:** 10000 Euro

## Overview

Advanced SME Tax Governance and Compliance Controls Course is a one-week advanced course for SME finance managers, owner-managers, accountants, controllers, and tax compliance teams, who leave with an SME Tax Control Pack. Participants govern transaction classification, records, direct and indirect tax workflows, cash-flow planning, filing calendars, reconciliations, exceptions, adviser coordination, audit evidence, and management reporting. Agile Leaders Training Center develops SME tax governance and compliance control capability.

## Who Should Attend

- SME finance teams responsible for tax cash flow, reporting, reconciliations, and evidence
- Owner-management teams responsible for tax oversight, decisions, and adviser accountability
- Accounting teams responsible for transaction records, classifications, ledgers, and schedules
- Controllership teams responsible for review controls, exceptions, and period-end sign-off
- Compliance teams responsible for obligation tracking, filings, records, and audit readiness

The course assumes participants can review SME accounts and transaction records, and it leaves personal taxation, introductory bookkeeping, and jurisdiction-specific return preparation outside its scope.

## Departments and Industries

The course supports departments and industries that record, calculate, review, report, or assure SME tax obligations.

- Finance, accounting, tax, controllership, and internal audit
- Retail, hospitality, professional services, and technology
- Manufacturing, construction, transport, and logistics
- Healthcare, education, creative services, and e-commerce
- Family businesses, growing enterprises, and shared-service teams

## Learning Objectives

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

- Build an SME tax obligations and ownership map
- Apply transaction classification and record controls
- Use direct and indirect tax workflow checklists
- Analyze tax cash-flow forecasts and filing calendars
- Diagnose reconciliation differences and exceptions
- Evaluate audit evidence, advisers, and management reporting

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## Course Agenda

## Day 1: SME Tax Governance Architecture

- SME Tax Obligations and Ownership Map
- Tax Governance Responsibility Matrix
- Transaction-to-Tax Classification Catalogue
- Tax Risk and Control Register
- Management Tax Reporting Dashboard Design

## Day 2: Records and Tax Workflows

- Source Document and Record Integrity Checklist
- Sales, Purchase, Expense, and Asset Classification Matrix
- Direct Tax Preparation Workflow
- Indirect Tax Transaction Workflow
- Accounting System Access and Change Control Log

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## Day 3: Planning and Obligation Control

- Tax Filing and Payment Calendar
- Tax Cash-Flow Forecast Model
- Provision and Liability Rollforward Schedule
- Threshold and Status Monitoring Register
- Adviser Request and Decision Tracker

## Day 4: Reconciliation and Audit Readiness

- Tax Return-to-Ledger Reconciliation
- Bank, Merchant, and Sales Data Comparison
- Tax Exception Triage and Root-Cause Log
- Correction, Approval, and Evidence Workflow
- SME Tax Audit Evidence Index

## Day 5: SME Tax Control Practice

- Exercise: Classify SME Transactions and Records
- Exercise: Build a Tax Calendar and Cash Forecast
- Exercise: Reconcile Tax Liabilities to the Ledger
- Exercise: Resolve an Exception and Adviser Query
- Capstone Exercise: SME Tax Control Pack

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## Practical Exercises

The course uses suggested activities that connect SME transactions, records, obligations, reconciliations, evidence, and decisions.

- Suggested activity: classify sales, purchases, expenses, assets, and adjustments for retail and service cases
- Suggested activity: build a filing calendar and tax cash-flow forecast from an obligation map
- Suggested activity: reconcile accounting, payment, and transaction data and diagnose differences
- Suggested activity: assemble an evidence index and management dashboard for an audit-readiness review

## FAQs

### Who suits advanced SME tax governance and compliance controls training?

SME finance, owner-management, accounting, controllership, compliance, and audit teams that review accounts and transaction records suit the training. The course assumes practical exposure to business accounting or tax workflows.

### How does SME tax governance training differ from basic tax filing training?

SME tax governance training focuses on ownership, classification, controls, calendars, cash planning, reconciliations, exceptions, advisers, evidence, and reporting. Basic filing training usually concentrates on completing routine returns.

### What records support SME tax compliance controls?

SME tax compliance controls use source documents, transaction records, classifications, ledgers, payment evidence, filing schedules, approvals, corrections, system logs, and reconciliations linked to responsible owners.

### How should SMEs reconcile tax obligations?

SMEs should reconcile tax calculations and returns to ledger balances, payments, bank activity, sales records, merchant data, and supporting schedules, then document and approve every difference and correction.

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## How does tax cash-flow planning support SMEs?

Tax cash-flow planning links forecast obligations and filing dates to expected receipts, payments, provisions, and available funds, helping management identify timing pressure and assign actions before obligations fall due.

## Conclusion

Participants take back an SME Tax Control Pack containing the obligation map, classification catalogue, control register, workflow checklists, calendar, cash forecast, reconciliations, exception log, adviser tracker, evidence index, and dashboard. It makes tax work and ownership traceable. SME teams can use it to coordinate reporting, decisions, and audit readiness.