

Online Course – Strategic and Operational Controlling

Target Group The Online Course „Strategic and Operational Controlling“ addresses itself to both **executives and junior managers**, who need a **profound understanding of how to control a company**.

Brief description Every entrepreneurial activity requires financial resources to establish sustainable performance potential. Safeguarding continuous profit out of this potential will, in turn, deliver financial resources required for investing in even new performance potential again. The learning program “Strategic and Operational Controlling” gives a practice-oriented overview on the requirements in this **cycle of financial, operational, and strategic controlling** and by that illustrates all fundamental **tools of corporate management**. Ever-increasing shareholder value as leading performance figure of up-to-date corporate control systems is, besides several other controlling tools subordinate to this leading concept, explained in a theoretically sound but still easy to understand way. Many practical examples, exercises, as well as self tests and quizzes help the user to deepen the acquired knowledge.



Prerequisite The Online Course delivers the basic principles of sustainable corporate management and gives a description of the fundamental controlling tools **without requiring previous knowledge**.

Complexity The learning content is displayed in four main chapters that require a learning time of about 30 minutes each. Additional download-documents describe both basic and continuing information in detail. Altogether the processing time of the complete Online Course averages to approximately **eight hours**.

Special features The content is **multimedia-based and displayed with various animated graphics and simulations**. They are offered in both **audio- and text version**. A short **video sequence** shows the introduction through the author Prof. Coenberg. Explorative learning is assured by the **comprehensive index** (glossary of all technical terms with direct linkage to the respective modules). The practical reference is fortified through **numerous statements of practitioners**. The training area ensures a **diversified control of the learning results**.

Language The program is available in both **English and German** language.

Author **Prof. Dr. Dr. h.c. Adolf G. Coenberg** held the chair of international corporate accounting and control at the university of Augsburg, Germany, and was a member of the visiting faculty at ESMT. Since many years he is an internationally respected and distinguished expert and management teacher in the field of corporate management.

Supplier **ESMT European School of Management and Technology** was founded in October 2002 by 25 leading global companies and institutions. The international business school offers Full-time MBA and Executive MBA programs, as well as executive education in the form of open enrollment and customized programs. The School also features in-house research-oriented consulting services in the areas of competition and regulation. ESMT is a private university based in Berlin, Germany, with an additional location in Schloss Gracht near Cologne.

- Outline*
1. **Introduction to corporate management**
Corporate control and its vital importance for securing the long-term existence of the company.
 2. **Goal and control levels**
 - Strategic, operational and financial control as prerequisites for the securization of corporate success
 - The increasing importance of the performance potential and its relationship to cash and profit
 - Value-orientation as a general management goal
 3. **Cash and profit control**
 - The connection between cash and profit of business processes
 - The capital structure, capital costs, and profitability of the company
 - Value-oriented tools and the essential drivers of corporate value
 4. **Operational and strategic control**
 - Strategic and operative framework and criteria of company portfolios
 - The installation and measurement of success potential
 - Porter's framework of competitive power, the concept of market share, market growth, learning curve, and life cycle, the portfolio of industry's attractiveness and the relative strength of the company
 - The effects of portfolio decisions on yield and cash flow
 5. **Conclusion: Interrelations in the corporate planning cycle**
 - Corporate planning as anticipatory controlling tool
 - Optimizing key performance indicators and considering financial scope
 - Effects of strategic and operational control on balance sheet and income statement, and their repercussions

