

Course Name Strategic Management



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Areas of Expertise:

- *Structural reforms and institutional development*
- *Strategic planning and organizational development*
- *Economic policy analysis and formulation*
- *Corporate governance and public sector leadership*
- *EU integration, liberal democracy, and market economy*

Education:

- *Ph.D. in Economics, University of Wisconsin-Madison*
- *M.A. in Economics, Kyiv School of Economics*
- *Diploma in Management, Kyiv Polytechnic Institute*

Professional Experience:

- *President, Kyiv School of Economics*
- *Minister of Economic Development, Trade and Agriculture of Ukraine*
- *Deputy Chairman, Council, National Bank of Ukraine*
- *Professor, University of Pittsburgh*
- *Academic positions at U. Penn, Penn State, University of Bonn*

Areas of Expertise:

- *Strategy development and implementation. Growth and scaling*
- *Business and operational models.*
- *Operation efficiency. Business processes management.*

Education:

- *Master of Business Administration Kyiv School of Economics*
- *M.Sc. Physics. Biophysics Sevastopol State Technical University.*
- *B.Sc. Economics Sevastopol State Technical University*

Professional Experience:

- *More than 15 years at BP and Shell companies Downstream Retail Director of Sales and Operations, Network development Director positions*
- *Board advisor, business consultant for corporate business and SMEs*
- *Vice-president of ABPMP Ukraine*
- *Start-ups accelerators mentor*

Course description:

This course provides students with a modern perspective on business strategy in the digital age. We will discuss how today's uncertain, rapidly changing environment requires more dynamic, data-driven and technologically enabled approaches to strategic management.

The course covers both established models like Porter's Five Forces as well as emerging concepts like disruption theory, ecosystems, and AI-driven strategy. Through case studies and hands-on analysis, students will learn how to leverage digital innovations to reinvent business models, gain competitive insights, and enable strategic agility.

Prerequisites:

A relentless curiosity to understand what makes businesses tick along with a hint of healthy skepticism. An eagerness to question established strategy norms in the face of digital upheaval. A touch of creativity mixed with analytical precision for investigating strategic problems.

In other words, we expect students who are eager to learn, open to new ideas, and equipped with the motivation to grapple with the most pressing strategy challenges facing companies today. Prior background in business and analytics provides helpful context but is not required.

The most important requirements are an insatiable intellectual appetite, a readiness to think outside the box, and the courage to critically assess strategic models on their merits. Students should come prepared to participate in discussions, collaborate on projects, and contribute their diverse perspectives.

We aim to create a cohort of strategic thinkers who can leverage both time-tested and pioneering concepts to analyze and solve complex business challenges in the digital age.

Course Audience:

This course is designed for MBA students seeking a strong foundation in strategic management. Working professionals across roles and industries are also encouraged to join and benefit from the practical strategic insights.

Learning Objectives (course aims):

Understand the impact of digital transformation on competition, business models, and strategic planning

Apply data-driven analytics and AI tools to gain strategic insights

Evaluate disruption risks and growth opportunities enabled by new technologies

Design innovative business models and corporate strategies adapted to industry evolution

Develop strategic agility and thinking critically about long-held assumptions

Harness strategic concepts to address complex business challenges in the digital age

Learning outcomes:

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

Assess how digital trends are impacting an industry using frameworks like PESTEL and Porter's Five Forces

Leverage data science and AI tools to analyze a company's internal strengths/weaknesses and external opportunities/threats

Identify risks of disruption when evaluating strategic positioning of a business

Recommend reinventions to a company's business model in response to market changes

Apply agile strategy approaches that adapt to uncertain environments

Critically evaluate traditional and emerging strategy concepts for relevance and utility

Develop strategic solutions to complex business cases using both time-tested and pioneering techniques

Grading:

The student's grade on the course will consist of his or her performance in the course's activities, wherein each activity has a different weight in the total score of 100 points.

The distribution of points of each activity is as follows:

(It is necessary to fill in the table, paying special attention to the evaluation criteria, so that it is clearly defined how the points will be distributed for a particular activity. As such activities can be considered: attendance, participation in-class discussions, team work, quizzes, assignments (in-class, homework), course project, mid-term exam, final exam, etc.. It is also necessary to indicate the start and end time of the task, or its stages.

For instance (delete the example before submitting):

Activity	Number of points	Comments	Evaluation criteria	Start and due dates
<i>Assignments</i>	<i>40</i>	<i>Assignments are performed both during classes and at home. The results must be uploaded to Moodle by the deadline.</i>	<i>0 - 39% - Tasks not completed by students or performed unsatisfactorily 40-69% - Tasks are completed satisfactorily - most requirements are taken into account 70-100% - The tasks are performed "excellently": the student made a clear and appropriate analysis, with a full understanding of the subject and further design in accordance with the requirements.</i>	
<i>Course</i>	<i>20</i>	<i>Two options for</i>	<i>0 - 39% - Tasks not completed</i>	

<i>project</i>		<i>group to choose : 1) a survey of top CEOs regarding strategy frameworks and tools or 2) a case regarding strategy development of a Ukrainian company</i>	<i>by students or performed unsatisfactorily 40-69% - Tasks are completed satisfactorily - most requirements are taken into account 70-100% - The tasks are performed "excellently": the student made a clear and appropriate analysis, with a full understanding of the subject and further design in accordance with the requirements.</i>	
<i>Final project</i>	40	<i>High-quality project prepared and presented in the group. It is evaluated as the average score of all students participating in the group</i>	<i>0 - 39% - The project is not completed by the student or performed unsatisfactorily 40-60% - The project is completed satisfactorily - most requirements are taken into account. Presentation materials are available, but the speech and answers to the instructor's questions are of low quality 61-100% - The work is performed "excellently": the students made a clear and appropriate analysis, with a full understanding of the subject and further presentation design in accordance with the requirements. Presentation materials - at a high level, the students have demonstrated the ability to convey their idea and be able to qualitatively answer the instructor's questions</i>	

Comments: The total student's score for this course will be converted into a letter score in accordance with the regulations "On the organization of the educational process at the KSE."

Course outline:

The course outline should provide a description of both classroom and homework.

Class work:

The syllabus should include a calendar with dates of class meetings, topics covered during every class along with readings, exams and tests, papers and other learning assessment activities due on each date.

Time/Date	Number of academic hours	Topics	Requirements for preparation for classes
7/24	4	<i>Introduction to AI in Strategic Management Overview of AI applications in business strategy In-class hands-on exercise using AI for strategic analysis</i>	Tymofiy Mylovanov
7/25	4	<i>The Science of Learning and Growth Mindset Metacognition and learning strategies Barriers to learning and personal growth Fostering a growth mindset</i>	Tymofiy Mylovanov
7/26	4	<i>Digital Transformation and Disruption How technology transforms industries Disruption theory and innovation strategies Business model innovation frameworks</i>	Tymofiy Mylovanov
7/29 (part 1)	4	<i>Business Model Design and Innovation Business Model Canvas Design thinking for models In-class business model design exercise</i>	Oleg Zubchenok
7/29 (part 2)	4	<i>Growth Strategies for Startups Lean startup and growth hacking Digital disruption and ecosystems In-class startup strategy simulation</i>	Oleg Zubchenok
7/31	4	<i>Data Analytics for Strategic Insights Technologies like Python and</i>	Tymofiy Mylovanov

		<i>R for analysis Competitive analysis, market segmentation etc. In-class hands-on data exercises</i>	
8/1	4	<i>AI Applications in Strategic Management AI for forecasting, predictions, simulations In-class hands-on AI exercises</i>	Tymofiy Mylovanov
8/5	4	<i>Corporate Strategy and Diversification Brief overview of traditional concepts Corporate portfolio analysis exercise</i>	Oleg Zubchenok
8/7	4	<i>Dynamic Business Environments Agile strategy approaches Strategies for uncertainty Leading organizational change</i>	Tymofiy Mylovanov
8/8	4	<i>Implementation and Organizational Power Politics, leadership, culture Overcoming barriers to implementation In-class implementation exercise</i>	Tymofiy Mylovanov
8/10	2	<i>Special Topics in Strategic Management ESG, sustainability, ethics International strategy Other emerging issues</i>	Tymofiy Mylovanov
8/12	8	<i>Presentations and course wrap up</i>	Tymofiy Mylovanov & Oleg Zubchenok

Individual work:

Types of individual work (including homework, reading, project completion, etc.) set in the following proportions: 1 academic hour: 2 hours of individual work.)

Individual work:

Reading, preparation, and assignments (40 hours)

Projects preparation (60 hours):

There will be two projects: 1) a survey of top CEOs or a case of a Ukrainian company, and 2) a strategy development and implementation plan for a Ukrainian company.

Course policies

Course policies should include the instructor's expectations of students, including an algorithm for *being late*, missed exams, unfulfilled assignments, grades improving, and so on.

For instance:

1. Students should follow the rules of the educational process: courses attending, meeting deadlines.
2. Students are expected to be active in class discussions during this course and complete all required assignments as well as exams or defend the final project.
3. If you are late for class, please enter the classroom without making noise or distracting the instructor and students.
4. If it is impossible to attend the class for good reasons, the student should notify the coordinator as soon as it becomes known.
In this case, the student has the following options:
 - to watch the recorded video, to read the slides, and do homework
 - perform additional tasks (with their particularization).
5. In the absence of a student without a good reason for more than $\frac{1}{3}$ classes, such a student may receive an unsatisfactory grade.
6. Students should meet to provide homework and projects according to the Syllabuses. At the student's request, the instructor can provide additional time to individual work performing.
If the student does not meet the deadlines, the 20% reduction factor is applied. During the wartime period, we kindly ask not to apply the reduction factor, but to limit students with a maximum of a month to meet the new deadline.
7. If the student receives between 60 and 76 points for the course, he or she can improve this score. For this students should request the grade improvement to the SSO during the 2 weeks after the grades were announced in Moodle.
8. The grade could be improved by performing additional work, passing another exam, or performing other tasks. The grade could be improved by undertaking additional work, taking a different examination (other tasks that would be determined).

Materials (reading, online courses, platforms):

Required:

Grant, R.M. (2010). Contemporary strategy analysis. Wiley, 7th edition

Recommended:

Books

- Aguilar, F. J. (1967). Scanning the business environment. Macmillan.
- Osterwalder, A., & Pigneur, Y. (2010). Business Model Generation: A Handbook For Visionaries, Game Changers, And Challengers Author: Alexander Osterwalder, Yves." (p. 288). Wiley
- Porter, M.E. (1980) Competitive Strategy, Free Press, New York, 1980.
- Porter, M.E. (1985) Competitive Advantage, Free Press, New York, 1985.
- Porter, M.E. (1990, 1998) "The Competitive Advantage of Nations", Free Press, New York, 1990.

Articles

Academic Integrity

Academic integrity is submitting one's own work and properly acknowledging the contributions of others. Any violation of this principle constitutes academic dishonesty and is liable to result in a failing grade and disciplinary action.