

# STRATEGIC THINKING FOR CFO

## [module, 2025]

**Artem Kudryavtsev**  
Visiting professor  
[Artem.Kudr.rus@gmail.com](mailto:Artem.Kudr.rus@gmail.com)

**TAs:** Maryana Lazaricheva  
[MLazaricheva@nes.ru](mailto:MLazaricheva@nes.ru)

### Course description

---

This course focuses on some of the important current issues in strategic management. It will concentrate on modern analytical approaches and on enduring successful strategic practices. It is consciously designed with a technological, disruptive and global outlook since this orientation in many ways highlights the significant emerging trends in strategic management.

The course is intended to provide the students with a pragmatic approach that will guide the formulation and implementation of corporate, business, and functional strategies and challenges.

Throughout the course, we will discuss the appropriate methodologies, concepts, and tools pertinent to strategic analyses and will illustrate their use by discussing many applications in real-life settings.

### Course requirements, grading, and attendance policies

---

Grading is based on:

- |                        |       |
|------------------------|-------|
| - Class participation  | (25%) |
| - 5 graded assignments | (50%) |
| - Final Take-home exam | (25%) |

#### Cases (mini group)

Five cases write-ups are required. In essence, your paper should demonstrate that you have carefully analyzed the case and have a coherent view on how the company should proceed. Be clear and concise. Your writing style has an important impact on your ability to communicate your ideas. The rest of the write-up essentially argues why that position is correct. At the end, you should list concisely (as a list) the 4 to 5 issues or potential problems with your recommendation. Case discussions should be about 2-3 pages, double-spaced, excluding exhibits. In guiding the case analyses, you can follow the questions that will be given for each case.

#### Class participation

Your active participation in the discussion in class is considered very important in this course. Prior preparation of the cases and assigned readings are essential. By making 25% of your grade dependent on your participation in class we hope to encourage you to feel responsible in making this course work. Class attendance is required. **Three meaningful questions/notes/comments** will suffice.

Take-home exam

25 % of the final grade will be for an individual take-home (**not** a group) case analysis, due on or before **10<sup>th</sup> of May**.

The format of the paper should be text and exhibits. The paper should be no more than 15 double-spaced pages of text and 10 exhibits. Length is not a virtue and students should "spend the time to make the document shorter."

## **Course contents**

---

### **Session 1**

**Introduction. Value chain. Industry analysis. 6 Forces.**

Case: none

Readings: M.Porter "What is Strategy?"  
"The secret Tesla motors master plan"  
ROTH chapter 3, 4

### **Session 2**

**Type of markets. Competitive dynamic. Competitive advantage. Niche markets. Entry. (Part1)**

Case: Shimano and the high-end road bike industry (Stanford SM-150)  
(due before session)

Readings: Thinking strategically, Part II  
ROTH chapter 5, 6

### **Session 3**

**Type of markets. Competitive dynamic. Competitive advantage. Niche markets. Entry. (Part 2)**

Case: none

Readings: Thinking strategically, Part II  
ROTH chapter 5, 6  
Ready-to-Eat Breakfast Cereal Industry (HBS 795-191)  
*in class discussion, no write-up*

### **Session 4**

**Disruptive technologies. Innovations. Technology strategy. Industry life cycle.**

Case: The a2 Milk Company (HBS 9-719-424)

(due before session)

Readings: ROTH chapter 7

### **Session 5**

**Diversification. Outsourcing. Vertical and horizontal integration. Strategic alliances.**

Case: Netflix (McGrawHill MH0043)  
(due before session)

Readings: Dollar shave club (LBS150)  
*in class discussion, no write-up*

ROTH chapter 8, 9

### **Session 6**

**Economics of information. Standards wars. Platform competition.**

Case: Newell Co – Corporate strategy (M&A diversification) (HBS 9-799-139)

Readings: DoorDash: in search of profitability (W21165)  
*in class discussion, no write-up*

### **Session 7**

**Strategic view on org structure, incentives, corporate culture.**

Case: Husky injection molding systems (HBS 9-799-157)

Readings: ROTH chapter 11

## **Description of course methodology**

---

This course will use a combination of readings, group case studies, case in-depth analysis by professor, lectures, non-gradable quizzes and one group presentation.

## **Course materials**

---

### **Required textbooks and materials**

Frank T. Rothaermel **Strategic management** third edition or later **(ROTH)**

Dixit, Nabeluff **Thinking Strategicaly** (= Диксит, Нейлбафф **Теория Игр**)

**Additional materials**

Besanco, Dranove, Shanley, Stern **Economics of Competitive Strategy (ECS)** optional

Other materials for every Session will be uploaded to MY.NES

**Academic integrity policy**

---

Cheating, plagiarism, ChatGPT, DeepSeek etc. and any other violations of academic ethics at NES are not tolerated