ENGAGE.EU Certificate
Joint Programme in Digital Transformation

STRATEGY IMPLEMENTATION AND

PERFORMANCE

Course Syllabus

DR. SABRINA KALINKOVA

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Course Abstract

The course „Strategy Implementation and Performance" introduces students to modern approaches for translating strategy into action and evaluating organizational performance in the era of digital transformation. It builds on the methodology of the Balanced Scorecard and Strategy maps but adapts these frameworks to the challenges and opportunities of data-driven decision-making, artificial intelligence, automation, and platform-based business models. Special attention is given to the role of intangible assets, digital ecosystems, and the integration of AI in strategic alignment, monitoring, and control. Students will work with case studies to learn how digital tools reshape strategy execution and performance management across industries.

Learning Objectives

By the end of the course, students will be able to:
- Understand the theoretical foundations of the Balanced Scorecard and strategy maps in a digital context.
- Evaluate how digital transformation and AI affect different strategic perspectives (financial, customer, processes, innovation and learning).
- Apply digital metrics and KPIs to measure strategy implementation and organizational performance.
- Design a digital strategy map and link it to company objectives using data-driven approaches.
- Critically analyze cases of digital transformation and strategy execution in business organizations.
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Evaluation and Grading

The evaluation is based on continuous engagement, practical assignments, and a final integrative task.
- Participation & in-class activities – 20%
- Essay – 30%
- Final individual project (case-study) – 50%

Grading follows the standard ECTS scale (A–F).

Readings

1) Kaplan, R., Norton, D. (1992). Balanced Scorecard Success: The Kaplan-Norton Collection. HBR Press.
2) Tawse, A., Tabesh, P. (2022). Thirty years with the balanced scorecard: What we have learned. Business Horizons, 66(1), 123–132.
3) Tanushev, C. (2022). Digital Transformation: The Impact on Corporate Strategy. Economic Alternatives, 28(3), 383–404.
4) Kalinkova, S. (2025). Strategy Implementation and Organizational Performance: A Balanced Scorecard Approach. Pub. House UNWE, Sofia.
5) Pirnay, L., Burnay, C. (2022). How to build data-driven Strategy Maps? Data & Knowledge Engineering, 139(11), DOI: 10.1016/j.datak.2022.102019.
6) Niven, P. (2014). Balanced Scorecard Evolution: A Dynamic Approach to Strategy Execution. Wiley.
7) Almeida Marques, P. C.; Oliveira, P. (2024). Integrating Artificial Intelligence and the Balanced Scorecard: Strengthening Organisational Resilience in Times of Crisis. Available at SSRN: https://ssrn.com/abstract=5050488 or http://dx.doi.org/10.2139/ssrn.5050488
8) Psarras, A., Anagnostopoulos, T., Salmon, I., Psaromiligkos, Y., & Vryzidis, L. (2022). A Change Management Approach with the Support of the Balanced Scorecard and the Utilization of Artificial Neural Networks. Administrative Sciences, 12(2), 63. https://doi.org/10.3390/admsci12020063
9) https://www.intrafocus.com/2024/06/the-impact-of-ai-on-the-balanced-scorecard/
10) Madsen, D. O. (2025). Balanced Scorecard: History, Implementation, and Impact. Encyclopedia, 5(39). https://doi.org/10.3390/encyclopedia5010039

Sessions

FIRST SESSION

- Strategy in the Digital Age
- Balanced Scorecard foundations and digital adaptation
- The role of intangible assets and AI in value creation

Group discussion: Strategy execution challenges in digital organizations

SECOND SESSION

- Measuring digital business strategy: perspectives and KPIs
- Designing strategy maps with digital metrics

Case study: AI-enabled performance dashboard.

Essay presentation

THIRD SESSION

- Innovation and learning in the era of AI and big data
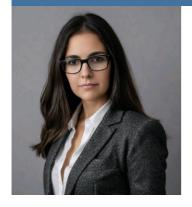- Lean and agile approaches to digital strategy implementation

Group assignment: Building a digital strategy map

FOURTH SESSION

- Control and feedback with AI-driven insights
- Ethical challenges: transparency, algorithmic bias, digital trust

Presentations of student projects (digital strategy maps).

About the Lecturer

Dr. Sabrina Kalinkova is a Chief Assist. at the University of National and World Economy (UNWE), Sofia, Bulgaria. She holds a PhD in Economics with specialization in Planning, complemented by a Master's and Bachelor's degree in Forecasting and Planning from UNWE.

Her academic work focuses on national forecasting and planning, business development strategies, input-output analysis, Big Data applications in economics, competitiveness assessment, and marketing analysis. In recent years, her research has increasingly explored the intersection of digital technologies and strategic planning, contributing to the advancement of data-driven approaches in economic development.

Dr. Kalinkova has extensive teaching experience, delivering courses such as "Strategic Planning", "Financial Programming", "Regional Strategies and Programs", "Strategy Implementation and Performance", "Sectoral Marketing Analysis", and "Email Marketing and Chatbots," both in Bulgarian and English, for undergraduate and graduate students. She is an active participant and organizer of numerous national and international scientific conferences and has completed teaching mobilities under the Erasmus+ program across Europe.

Her research outputs include multiple publications in peer-reviewed journals, covering topics such as input-output modeling, Big Data ecosystems, competitiveness of the Bulgarian economy, and structural dynamics within the European Union. She has also been involved in various national and international research projects, including initiatives under the ENGAGE.EU European University Alliance.

Dr. Kalinkova's scientific interests are rooted in bridging theory and practice through strategic simulations, business analysis, and digital competitiveness, aiming to contribute to the sustainable transformation of economic systems in the digital age.