Harvard Business School Online

25-30 hrs over 5 weeks
5-6 hrs/week

Disruptive Strategy

Syllabus

Harvard Business School Online leverages technology and multimedia to deliver engaging online learning experiences to business leaders around the world. Disruptive Strategy is an online program providing world-renowned tools and frameworks for growth, strategy, and innovation.

Modules	Case Studies	Takeaways	Key Exercises
Module 1 **Understanding Disruptive Innovation**	• Norse Atlantic Airways: Linking Culture and Strategy in Aviation • WR Hambrecht and the Google IPO: A New Approach to Investment Banking • Honda Motor Company: Entering a New Market	• Articulate your strategic questions • Identify the three types of innovation and predict when they will happen • Harness disruption and position your business for new growth	• Generating Your Strategic Question • Reflection: Blockbuster's Demise • AI Disruption in Your Industry Exercise
Module 2 **Organizing for Innovation**	• Nypro, Inc.: Seeking Growth Through a New Product Line • Charles Schwab: Trading in the New World of the Internet • EMC: Merging Competing Products Through an Acquisition	• Identify what your organization can and cannot do • Align your resources, processes, and priorities to develop an innovative culture	• Reflection: Examine Your Organization's Resources, Processes, and Priorities to Foster Growth and Success in the Future
Module 3 **Discovering Customer Jobs to be Done**	• The Walt Disney Company: Expanding the Theme Park Business • The Godrej Group: Understanding Refrigeration Needs in India • MinuteClinic: A New Approach to Healthcare Delivery	• Focus on what causes your customers to buy your products and why • Achieve differentiation, better margins, and avoid disruption	• Interview Assignment: Discovering Jobs to Be Done

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Module 4 Maintaining a Disruptive Scope	• TSMC and Intel: The Semiconductor Industry and Modularity	• Build a strong intuition to "skate" to where profit will be as your industry evolves • Apply the concepts of interdependence and modularity to a current industry context • Determine which operations are critical to perform in-house and which can be outsourced	• Reflection: Determining Ways in Which Your Organization Could Use a More Integrated or Specialized Strategy • Reflection: Discovering the Scope for Your Organization
Module 5 Managing the Strategy Development Process	• Netflix: The Evolution of Home Entertainment • Sears, IBM, and AOL: Understanding Internet Consumption During the Boom of the Digital Age • Dollar General: Emergent Strategy	• Effectively balance the deliberate and emergent strategy processes to unlock innovation within your organization • Determine which "type" of money will empower new business ideas to flourish • Explore how to apply what you learned in Disruptive Strategy tomorrow, next week, or over the next year	• Reflection: Examining How to Align Your Organization's Profit Formula and Stated Strategy • Reflection: Identifying "Hardened" Companies • Reflection: Connecting the Theories

Learning requirements: In order to earn a Certificate of Completion, participants must thoughtfully complete all modules (Modules 1–5) and exercises therein by stated deadlines.

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