



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
Introduction	Lenses on the World	<ul style="list-style-type: none"> Intel: Learn how Professor Christensen helped Intel Chairman Andy Grove confront a disruptive threat by showing him how to think, not what to think. 	<ul style="list-style-type: none"> Adopt a strategic mindset Articulate your strategic questions 	<ul style="list-style-type: none"> Generating Your Strategic Question
Module 1	Aligning with Innovation and Disruption	<ul style="list-style-type: none"> WR Hambrecht and the Google IPO: A New Approach to Investment Banking Honda Motor Company: Entering a New Market CircleUp: Re-imagining Private Equity 	<ul style="list-style-type: none"> Identify the three types of innovation and predict when they will happen Harness disruption and position your business for new growth 	<ul style="list-style-type: none"> Team Discussion: Blockbuster’s Demise Team Project: The New Age of Financial Advice?
Module 2	Discovering Customer Jobs to be Done	<ul style="list-style-type: none"> The Walt Disney Company: Expanding the Theme Park Business The Godrej Group: Understanding Refrigeration Needs in India Minute Clinic: A New Approach to Healthcare Delivery 	<ul style="list-style-type: none"> Focus on what causes your customers to buy your products and why Achieve differentiation, better margins, and avoid disruption 	<ul style="list-style-type: none"> One-on-One Discussion & Interview Assignment: Discovering Customer Jobs to be Done Team Discussion: Innovation in Yogurt
Module 3	Organizing for Innovation	<ul style="list-style-type: none"> Nypro, Inc.: Seeking Growth Through a New Product Line Charles Schwab: Trading in the New World of Internet EMC: Merging Competing Products Through an Acquisition 	<ul style="list-style-type: none"> Identify what your organization can do and cannot do Align your resources, processes, and profit formula to develop an innovative culture and position your business for growth 	<ul style="list-style-type: none"> Brainstorming for Final Paper: Examine Your Organization’s Resources, Processes, and Profit Formula to Foster Growth and Success in the Future



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Modules		Case Studies	Takeaways	Key Exercises
Module 4	Maintaining a Disruptive Scope	<ul style="list-style-type: none"> • Music Industry: Producing and Performing in a New Age • MediaTek: Expanding Accessibility to New Technologies in Asia 	<ul style="list-style-type: none"> • Build a strong intuition to “skate” to where profit will be as your industry evolves • Determine which operations are critical to be done in-house and which operations can be outsourced 	<ul style="list-style-type: none"> • 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	<ul style="list-style-type: none"> • OnStar: General Motor’s New Innovation • Netflix: The Evolution of Home Entertainment • Sears, IBM, and AOL: Understanding Internet Consumption During the Boom of the Digital Age 	<ul style="list-style-type: none"> • 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 	<ul style="list-style-type: none"> • Reflection: Examining How to Align Your Organization’s Profit Formula and Stated Strategy • Team Discussion: Identifying “Hardened” Companies
Conclusion	Reflecting on Disruptive Strategy		<ul style="list-style-type: none"> • Explore how to apply what you learned in Disruptive Strategy tomorrow, next week, or over the next year 	<ul style="list-style-type: none"> • Individual Assignment: Final Paper

Learning requirements: In order to earn a Certificate of Completion, participants must thoughtfully complete all modules (Introduction, Modules 1-4, and Conclusion) and exercises therein (including a Team Project, Jobs to be Done Interview, and Final Paper, among others), by stated deadlines.