



# Disruptive Strategy

*Like most business leaders, you address an unprecedented amount of change. Are you looking to gain market share and unseat the incumbents in your industry? Is your organization in need of a starting point from which to build an actionable strategic plan?*

Harvard Business School Online's Disruptive Strategy with Clayton Christensen teaches you the essentials of disruption theory and key frameworks, which can be used to chart a new strategic course for your organization. Learn from Professor Christensen as he discusses his revolutionary theories, including Jobs To Be Done, and come away with a thorough understanding of business strategy and disruptive innovation. Together with a cohort of leaders from around the world, you will practice the theories through case studies with real-world businesses developed specifically for this program. Participating in Disruptive Strategy will allow you to:

- **Become** fluent in disruption theory and concepts of innovation
- **Apply** strategic frameworks to assess new opportunities and potential threats
- **Gain** confidence in articulating complex viewpoints
- **Acquire** techniques for executive-level strategy formulation and team management

## Quick Facts

- A highly-interactive online course designed to unlock your potential to create winning strategies
- Learn from world-renowned Harvard Business School Professor Clayton Christensen
- 5 modules of study over 6 weeks
- Approximately 30-35 hours of total learning time
- Certificate of Completion from Harvard Business School Online

## Who is this course for?

Disruptive Strategy is available in two formats:

### **Disruptive Strategy for Organizations**

– a team-based course experience focused on applying the principles, tools, and techniques from Disruptive Strategy directly to the most critical issues facing your organization.

**Disruptive Strategy for Individuals** – a cohort-based experience for individual participants to learn, practice, and apply Disruptive Strategy's principles, tools, and techniques to the strategic issues most relevant to the participant.

## About the Harvard Business School Faculty



### **Clayton M. Christensen**

*Kim B. Clark Professor of Business Administration at Harvard Business School*

Professor Christensen is regarded as one of the world's top experts on innovation and growth and is the best-selling author of 12 books and more than 100 articles. Professor Christensen has been a faculty member at Harvard Business School since 1992 and has advised the executives of hundreds of the world's major corporations.



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## Syllabus

<b>Introduction:</b> Lenses on the World		<b>Example: Intel</b> Learn how Professor Christensen helped Intel Chairman Andy Grove confront a disruptive threat by showing him how to think, not what to think.	<b>Key Takeaways</b> <ul style="list-style-type: none"> <li>• Adopt a strategic mindset</li> <li>• Articulate your strategic questions</li> </ul>	
<b>Modules</b>		<b>Case Studies</b>	<b>Key Takeaways</b>	
<b>Module 1</b>	<b>Aligning with Innovation and Disruption</b>	<ul style="list-style-type: none"> <li>• WR Hambrecht and the Google IPO: A New Approach to Investment Banking</li> <li>• Honda Motor Company: Entering a New Market</li> <li>• CircleUp: Re-imagining Private Equity</li> </ul>	<ul style="list-style-type: none"> <li>• Identify the three types of innovation and predict when they will happen</li> <li>• Harness disruption and position your business for new growth</li> </ul>	
<b>Module 2</b>	<b>Discovering Customer Jobs to be Done</b>	<ul style="list-style-type: none"> <li>• The Walt Disney Company: Expanding the Theme Park Business</li> <li>• The Godrej Group: Understanding Refrigeration Needs in India</li> <li>• Minute Clinic: A New Approach to Healthcare Delivery</li> </ul>	<ul style="list-style-type: none"> <li>• Focus on what causes your customers to buy your products and why</li> <li>• Achieve differentiation, better margins, and avoid disruption</li> </ul>	<b>Team Project</b>
<b>Module 3</b>	<b>Organizing for Innovation</b>	<ul style="list-style-type: none"> <li>• Nypro, Inc.: Seeking Growth Through a New Product Line</li> <li>• Charles Schwab: Trading in the New World of Internet</li> <li>• EMC: Merging Competing Products Through an Acquisition</li> </ul>	<ul style="list-style-type: none"> <li>• Identify what your organization can do and cannot do</li> <li>• Align your resources, processes, and profit formula to develop an innovative culture and position your business for growth</li> </ul>	<b>Jobs To Be Done Interview</b>
<b>Module 4</b>	<b>Maintaining a Disruptive Scope</b>	<ul style="list-style-type: none"> <li>• Music Industry: Producing and Performing in a New Age</li> <li>• MediaTek: Expanding Accessibility to New Technologies in Asia</li> </ul>	<ul style="list-style-type: none"> <li>• Build a strong intuition to “skate” to where profit will be as your industry evolves</li> <li>• Determine which operations are critical to be done in-house and which operations can be out-sourced</li> </ul>	
<b>Module 5</b>	<b>Managing the Strategy Development Process</b>	<ul style="list-style-type: none"> <li>• OnStar: General Motor’s New Innovation</li> <li>• Netflix: The Evolution of Home Entertainment</li> <li>• Sears, IBM, and AOL: Understanding Internet Consumption During the Boom of the Digital Age</li> </ul>	<ul style="list-style-type: none"> <li>• Effectively balance the deliberate and emergent strategy processes to unlock innovation within your organization</li> <li>• Determine which “type” of money will empower new business ideas to flourish</li> </ul>	
<b>Conclusion</b>		After you have completed all five modules, you will be required to complete the Conclusion Module and submit a Final Paper Assignment. The final paper is a solo project. The objective of this paper is to provide a vehicle to display your mastery of the theories and principles taught during the six weeks of Disruptive Strategy.		<b>Final Paper</b>