



# Disruptive Strategy with Clayton Christensen



HBX, a digital learning initiative from Harvard Business School, leverages technology and multimedia to deliver engaging online learning experiences to business leaders around the world. *Disruptive Strategy with Clayton Christensen* is an HBX program providing world-renowned tools and frameworks for growth, strategy and innovation.

## Syllabus

Introduction:  
Lenses on the  
World

### EXAMPLE: INTEL

Learn how Clay helped Intel Chairman Andy Grove confront a disruptive threat by showing him *how* to think and not *what* to think.

### KEY TAKEAWAYS

- ▶ Adopt a strategic mindset
- ▶ Articulate your strategic questions

### MODULE 1

Aligning with  
Innovation and  
Disruption

### CASE STUDIES

- ▶ WR Hambrecht and the Google IPO: A New Approach to Investment Banking
- ▶ Honda Motor Company: Entering a New Market
- ▶ CircleUp: Re-imagining Private Equity

### KEY TAKEAWAYS

- ▶ Identify the three types of innovation and disruption and predict when they will happen
- ▶ Harness disruption and position your business for new growth

WEEKLY  
ASSIGNMENT

TEAM  
DISCUSSION

GROUP PROJECT  
ASSIGNED

### MODULE 2

Discovering  
Customer Jobs  
to be Done

### CASE STUDIES

- ▶ 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

### KEY TAKEAWAYS

- ▶ Focus on what causes your customers to buy your products and why
- ▶ Achieve differentiation, better margins, and avoid disruption

WEEKLY  
ASSIGNMENT

TEAM  
DISCUSSION

### MODULE 3

Organizing  
for Innovation

### CASE STUDIES

- ▶ 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

### KEY TAKEAWAYS

- ▶ 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

WEEKLY  
ASSIGNMENT

GROUP  
PROJECT DUE

FINAL PAPER  
ASSIGNED

### MODULE 4

Maintaining a  
Disruptive Scope

### CASE STUDIES

- ▶ Music Industry: Producing and Performing in a New Age
- ▶ MediaTek: Expanding Accessibility to New Technologies in Asia

### KEY TAKEAWAYS

- ▶ 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 out-sourced

WEEKLY  
ASSIGNMENT

### MODULE 5

Managing the  
Strategy  
Development  
Process

### CASE STUDIES

- ▶ 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

### KEY TAKEAWAYS

- ▶ 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

WEEKLY  
ASSIGNMENT

TEAM  
DISCUSSION

Conclusion

Following a brief course wrap-up, you will be asked to write a final paper on a company of your choice that demonstrates your mastery of the course principles.

FINAL PAPER  
DUE

