



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 <ul style="list-style-type: none"> • Adopt a strategic mindset • Articulate your strategic questions 	
MODULES		CASE STUDIES	KEY TAKEAWAYS	
MODULE 1	Aligning with Innovation and Disruption	<ul style="list-style-type: none"> • WR Hambrecht and the Google IPO: <i>A New Approach to Investment Banking</i> • Honda Motor Company: <i>Entering a New Market</i> • CircleUp: <i>Re-imagining Private Equity</i> 	<ul style="list-style-type: none"> • Identify the three types of innovation and disruption and predict when they will happen • Harness disruption and position your business for new growth 	MODULE 1 DUE
MODULE 2	Discovering Customer Jobs to be Done	<ul style="list-style-type: none"> • The Walt Disney Company: <i>Expanding the Theme Park Business</i> • The Godrej Group: <i>Understanding Refrigeration Needs in India</i> • Minute Clinic: <i>A New Approach to Healthcare Delivery</i> 	<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 	MODULE 2 DUE
MODULE 3	Organizing for Innovation	<ul style="list-style-type: none"> • Nypro, Inc.: <i>Seeking Growth Through a New Product Line</i> • Charles Schwab: <i>Trading in the New World of Internet</i> • EMC: <i>Merging Competing Products Through an Acquisition</i> 	<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 	MODULE 3 DUE
MODULE 4	Maintaining a Disruptive Scope	<ul style="list-style-type: none"> • Music Industry: <i>Producing and Performing in a New Age</i> • MediaTek: <i>Expanding Accessibility to New Technologies in Asia</i> 	<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 out-source 	MODULE 4 DUE
MODULE 5	Managing the Strategy Development Process	<ul style="list-style-type: none"> • OnStar: <i>General Motor’s New Innovation</i> • Netflix: <i>The Evolution of Home Entertainment</i> • Sears, IBM, and AOL: <i>Understanding Internet Consumption During the Boom of the Digital Age</i> 	<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 	MODULE 5 DUE
CONCLUSION		After you have completed all 5 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.	FINAL PAPER DUE	

For more information, visit HBXDisruptiveStrategy.com or email us at HBXDisruptiveStrategy@hbs.edu

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