Course Description
Many successful companies shape their high-level strategies by relying on simple rules, not complicated frameworks. Even very established organizations can introduce a continuous stream of new products and services by simplifying their processes and encouraging an atmosphere of "structured chaos." This course explores how companies can continue to innovate successfully through simple rules and streamlined processes. Learn also about creating and tying together "genetic" growth strategies for the short-term and "probing" strategies for the long-term. Examine case studies to evaluate why some strategies drive innovation and others fail. Explore how simple rules can outperform extensive analysis & information. Practice the ideas in your own situation.

Course Modules

1. **Strategy in Real Time: Strategy as Simple Rules**
   This module introduces the concept of simple rules. It defines simple rules and key strategic processes. It identifies strategic bottlenecks and types of rules as well as the importance of being in touch with real-time information inside and outside the organization.

2. **Strategy for Tomorrow: Short-term Growth Strategy**
   Featuring an interview with Shona Brown, former Senior Vice President, Google and Board Member, Pepsi Corporation.
   This module introduces the “genetics” of change. It describes the challenges of managing short-term growth strategy in the awkward time between the demands of today and the promise of the future. Successfully managing short-term growth balances old activities of core businesses with new ones that take the organization to new opportunities. The interview with Shona Brown highlights some of these issues.

3. **Strategy for the Next Day: Long Term Growth Strategy**
   Featuring an interview with Steve Blank, serial entrepreneur and teacher of entrepreneurship and innovation.
   This module introduces the concept of probing. It elaborates the principles of probing into the future via disciplined experimentation. You will learn the difference between an experiment v. business, and why it is critical to develop a company identity, not a vision of the industry. The interview with xx gives in-depth examples of how probing differs from strategic planning, and how to make hypothesis testing work. The interview with Steve Blank will explore his approach to probing and experimentation, and how he has done this in the various companies he has founded and been involved in.

4. **Moving Through Time: The Rhythm of Growth Strategy**
   This module introduces the concept of time pacing, one of the most neglected and yet impactful facets of innovation driven strategy. It explains how time pacing differs from the usual event pacing and why simply moving faster is often problematic. It identifies the transitions between activities – from one new product to the next, from one acquisition to the next, etc – are critical (just as they are in relay races in track) and critical to choreograph.

Course Requirements
Please watch all course videos and complete all course exercises. Submission of all exercises is required to unlock the link to the course examination in the "Final Steps" section of the user interface. The exam consists of 15 multiple choice questions and is administered online. A score of 86% or higher is required to pass.

To complete the course, students must successfully complete all exercises, pass the examination, and complete the course evaluation.
**Exercises**
Each exercise will be submitted directly via the user interface. Members of the course teaching team will provide feedback on selected exercises. Feedback on the selected exercises will be provided within 5 business days. You are encouraged to proceed with the course while awaiting feedback on submitted exercises.

Your responses to the exercises will be kept within the learning platform. However, you will not have access to the responses you submitted after 90-day course access has expired. If you would like to keep a copy for your records, please do so separately.

Any questions related to the exercises should be sent to ask-the-professor-innovation@lists.stanford.edu. Be sure to include your name, the course number, and exercise name/number along with your questions.

Failing to complete all of the required exercises (or submitting partial answers to the exercises) in a deliberate attempt to unlock the course exam prematurely is a violation of the Stanford University Honor Code. Information regarding your responsibilities as a student of the Stanford Innovation and Entrepreneurship Certificate, including a link to the Honor Code, is available at [http://studentaffairs.stanford.edu/communitystandards/policy/honor-code](http://studentaffairs.stanford.edu/communitystandards/policy/honor-code).

**Course Materials**
All course materials are provided within the course’s user interface. These include the course videos, exercise instructions, and other course handouts.

**Digital Records of Completion (ROC)**
Within 5-7 business days of completion of all course exercises and the course exam with a score of 86% or higher, a digital Record of Completion will be sent to your preferred email address from your mystanford connection account. More information about the Record of Completion is available at [http://scpd.stanford.edu/becomeAStudent/recordOfCompletion.jsp](http://scpd.stanford.edu/becomeAStudent/recordOfCompletion.jsp).

**Questions**
For content-related questions, please contact ask-the-professor-innovation@lists.stanford.edu. Be sure to include your name, the course you are taking and your questions.

For questions relating to course materials, billing, testing, general program information, etc., please contact Student Services at stanford-innovation@stanford.edu or 650-741-1581. Available 8:30am-4:30pm PST, M-F.

For technical troubleshooting and questions related to the user interface, please send an e-mail to scpdsupport@stanford.edu. Please provide the name and version number of the browser you are using to access the course materials.