



**HARVARD UNIVERSITY PH.D. PROGRAM IN HEALTH POLICY
MANAGEMENT TRACK
2011-2012**

The management track prepares students to do research on the organizational, managerial, and strategic issues facing health care providers, payers, and other players in the health care market. Students in this track will learn how theories and concepts from fields such as technology and operations management, organizational behavior, organizational economics, and competitive strategy can be applied to – and further developed for understanding – health care organizations. Students in this track should have a strong interest in pursuing research on such issues as the design and improvement of health care delivery processes, approaches for improving health care quality and productivity, the development and adoption of new medical technologies, financial incentives in health care, the new role of patients as consumers in health care, the appropriate ownership and organizational structure of hospitals and other health care providers, and the management of professional health care staffs. We expect students completing this track to find jobs in academic and research institutions that have an interest in the impact of management on health care. These institutions would include business schools, as well as medical schools, schools of public health, and schools of public policy.

Candidates who are accepted for the Management Track must successfully complete the required coursework, qualifying exams and a dissertation. A more detailed description of these requirements is provided below, along with a sample program of study and listing of faculty members associated with the track.

- REQUIRED COURSES
- QUALIFYING EXAMS
- DISSERTATION
- FACULTY MEMBERS
- SAMPLE PROGRAM OF STUDY

Generally, candidates with an MBA can complete the required coursework in two academic years. Candidates without an MBA may spend two and one-half academic years on coursework. All candidates must have their coursework plan approved by their advisor.

REQUIRED COURSES¹

Number of Courses

Discipline Courses:

Health Policy Orientation Program	1 week in summer
Health Policy Core Seminar (Health Policy 2000)	2
Microeconomic Theory (Economics 2020a & b or HKS API-101A & 102A or HKS API-109 & 110; HKS HCP-272 may be taken in place of second term course)	2
Management and Markets (HBS 4001 & HBS 4003)	2
HBS or GSAS Doctoral Courses in Area of Specialization	2

Research Methods Courses:

Design of Field Research Methods (HBS 4070)	1
---	---

¹ The courses listed include both the health policy program requirements and the management track requirements. Several courses fulfill two requirements (e.g., API-101 and Sociology 224). Over the course of study, *one* course may count towards the fulfillment of two requirements. Students who believe their previous training covers material included in the required courses may petition to delete one or more required courses. However, they must take no fewer than 15 courses as part of their training.

Statistics		1
Choice of:	HBS 4807. Probability and Statistics <i>[Not offered in 2011-2012]</i> Economics 2110. Introductory Probability and Statistics for Economists Statistics 104. Introduction to Quantitative Methods for Economics HKS API-201A. Quantitative Analysis and Empirical Methods HKS API-209. Advanced Quantitative Methods I: Statistics	
Econometrics		1
Choice of:	HBS 4808. Statistical Models and Methods <i>[Not offered in 2011-2012]</i> Economics 1123. Introduction to Econometrics Economics 2120. Introduction to Applied Econometrics HKS API-202A. Empirical Methods II HKS API-210. Advanced Quantitative Methods II: Econometric Methods Statistics 139. Statistical Sleuthing through Linear Models Statistics 149. Statistical Sleuthing through Generalized Linear Models Psychology 1952. Multivariate Analysis in Psychology Sociology 202. Intermediate Quantitative Research Methods Sociology 203a. Advanced Quantitative Research Methods GSE S-030. Intermediate Statistics: Applied Regression & Data Analysis (with permission) GSE S-052. Applied Data Analysis (with permission) Additional course offerings from HSPH Biostatistics Department and other schools may apply.	

Health Policy Program Distribution Requirement Courses:

Epidemiology (HSPH EPI500)		½
Candidates must take an appropriate course in <u>two</u> of the following areas:		2
• Political Analysis:	HKS SUP-575 / HSPH HPM 247. Political Analysis and Strategy for U.S. Health Policy	
• Decision Sciences:	HSPH RDS 280. Decision Analysis for Health & Medical Practices HSPH RDS 282. Economic Evaluation for Health Policy & Program Management HSPH RDS 284. Decision Theory <i>[Not offered in 2011-2012]</i> HSPH RDS 285. Decision Analysis Methods in Public Health and Medicine	
• Medical Sociology:	Psychology 2630. Social Behavior in Organizations <i>[Not offered in 2011-2012]</i> Sociology 224. Organizational Analysis MIT 15.311 Organizational Processes MIT 15.341 Individuals, Groups, and Organizations <i>[Not offered in 2011-2012]</i> MIT 15.342 Organizations and Environments	
• Ethics:	HKS DPI-201. The Responsibilities of Public Action LAW-96715A. Reproductive Tech & Genetics: Legal and Ethical <i>[Not offered in 2011-2012]</i> HSPH GHP 293. Individual and Social Responsibility for Health HSPH ID 250. Ethical Basis of the Practice of Public Health HSPH ID 251. Ethical Basis of the Practice of Public Health: Health Care Delivery HSPH ID 292. Justice and Resource Allocation HSPH ID 513. Ethics and Health Disparities <i>[Not offered in 2011-2012]</i>	
• Economics:	Economics 1011a. Microeconomic Theory Economics 1460 / HKS SUP-572. The Economics of Health Care Policy Economics 2020a. Microeconomic Theory I Economics 2020b. Microeconomic Theory II HKS API-101. Markets and Market Failure HKS API-302. Analytic Frameworks for Policy HSPH GHP 291. Microeconomics and Applications to Public Health in Developing Countries <i>[Not offered in 2011-2012]</i> HSPH HPM206. Economic Analysis	

MBA Courses:

General Management

1

Choice of:

- HBS 1230. Corporate Strategy
- HBS 1504. Building and Sustaining a Successful Enterprise
- HBS 1534. Global Strategic Management
- HBS 1582. Leading And Governing High Performing Nonprofit Organizations
- HBS 1630. Entrepreneurial Management in a Turnaround Environment
- HBS 1908. Business at the Base of the Pyramid
- HBS 2010. Board of Directors and Corporate Governance
- HBS 2030. Leading Innovative Ventures *[Not offered in 2011-2012]*
- HBS 2060. Managing Human Capital
- HBS 2108. Coordinating and Managing Supply Chains
- HBS 2120. Managing Service Operations
- HBS 2166. Operations Strategy: Managing Growth

Healthcare

1

Choice of:

- HBS 1660. Entrepreneurship and Venture Capital in Health Care
- HBS 2180. Innovating in Health Care
- HBS 2190. Managing Medicine *[Not offered in 2011-2012]*
- HBS 2230. Managing Global Health: Design, Delivery, and Evaluation of Global Health Programs *[Not offered in 2011-2012]*

Elective MBA:

2 or 5

Students who do not have an MBA are required to take two additional second-year MBA courses (2 courses) or the first semester of the MBA program (5 courses). Students electing the first semester option need not take a General Management course.

Total Courses

15.5 (with prior MBA)

17.5 (with second-year MBA courses)

19.5 (with first semester MBA program)

QUALIFYING EXAMS

1. Health Policy General Exam: At the conclusion of the second year of coursework, candidates are expected to take and pass both a written and oral exam. This exam is given under the supervision of a member of the Committee on Higher Degrees on Health Policy and tests candidates' general knowledge of health policy topics.
2. Special Field Exam: During the third academic year, a candidate should take and pass this exam, which is designed to test the candidate's depth and breadth of knowledge in his or her chosen special field and to help the candidate develop skills in acquiring and using knowledge in new areas. Candidates choose fields of interest related to their expected dissertation research, develop an exam reading list (typically 100-125 readings), and submit that reading list to their Special Field Exam Committee for approval. The Committee consists of three faculty members selected by the candidate; one of those faculty members must be an HBS professor. The student is expected to develop his or her own study tools that facilitate critical understanding of the field, including the ability to summarize existing theoretical and empirical research, to identify gaps in the field, and to suggest theoretical contributions. The exam will include a written and oral portion, the timing and format of which will be determined jointly by the student and Committee members.

DISSERTATION

Health Policy Research Seminar (Health Policy 3040hf): To monitor and encourage progress on dissertations, all candidates in their third- year or above are required to attend this weekly seminar. During the seminar, students present all stages of their dissertation work, starting with the proposal.

Dissertation Proposal Exam: Before June 15th of the third academic year and prior to the commencement of a candidate's dissertation, a candidate is expected to form a dissertation committee, submit a written proposal and pass an oral exam on his or her dissertation proposal. The chair for this exam will be a member of the Management Track Committee for Higher Degrees in Health Policy. The committee should also include a non-Business School member of the Committee on Higher Degrees in Health Policy and one or two appropriate other faculty members, depending on the proposed dissertation. The candidate should take the initiative in staffing his or her dissertation committee subject to approval of the committees' chairperson. If a candidate does not have a formal proposal approved by June 15th of his or her third year, he or she must still meet with his or her committee to discuss any thoughts to date, and to have the committee sign a progress form.

Dissertation Committee Meetings: After passing the dissertation proposal exam, students are expected to meet with their dissertation committee at least twice each academic year (preferably one meeting per semester). One of the meetings must be with all the members of their dissertation committee physically present. The other meeting may be by teleconference if necessary. For documentation of these meetings, the health policy program office will provide forms, which students will be expected to return to the program office.

Dissertation Oral Defense: To graduate, candidates must submit and orally defend their dissertation to their committee.

For a detailed description of the requirements associated with the dissertation, please refer to the dissertation section of the program's internal site: <http://isites.harvard.edu/icb/icb.do?keyword=k463>

FACULTY MEMBERS (associated with the Management Track)

Nava Ashraf, Associate Professor of Business Administration, Harvard Business School
Julie Battilana, Associate Professor of Business Administration, Harvard Business School
David Blumenthal, Samuel O. Thier Professor of Medicine, Harvard Medical School
Richard M. Bohmer, Professor of Management Practice, Harvard Business School
Clayton M. Christensen, Kim B. Clark Professor of Business Administration, Harvard Business School
Arthur A. Daemrich, Assistant Professor of Business Administration, Harvard Business School
Amy C. Edmondson, Co-Chair, Novartis Professor of Leadership and Management, Harvard Business School
Richard Hamermesh, MBA Class of 1961 Professor of Management Practice, Harvard Business School
Regina E. Herzlinger, Nancy R. McPherson Professor of Business Administration, Harvard Business School
Robert Higgins, Senior Lecturer, Harvard Business School
Robert S. Huckman, Co-Chair, Professor of Business Administration, Harvard Business School
Ashish Jha, Associate Professor of Health Policy and Management, Harvard School of Public Health
Nancy Kane, Professor of Management, Associate Dean for Educational Programs, Harvard School of Public Health
Robert S. Kaplan, Baker Foundation Professor, Harvard Business School
Peter V. Marsden, Edith and Benjamin Geisinger Professor of Sociology, Dean of Social Science, and Harvard College Professor, Faculty of Arts and Sciences
F. Warren McFarlan, Baker Foundation Professor, Albert H. Gordon Professor of Business Administration, Emeritus, Harvard Business School
Barbara J. McNeil, Ridley Watts Professor of Health Care Policy, Harvard Medical School
Joseph P. Newhouse, John D. MacArthur Professor of Health Policy and Management, Harvard Medical School
Gary P. Pisano, Harrie E. Figgie, Jr. Professor of Business Administration, Harvard Business School
Michael E. Porter, Bishop William Lawrence University Professor, Harvard Business School
Jason Riis, Assistant Professor of Business Administration, Harvard Business School
Raffaella Sadun, Assistant Professor of Business Administration, Harvard Business School
William Simpson, Lecturer and Principal Statistician, Harvard Business School
Sara Singer, Assistant Professor of Healthcare Management and Policy, Harvard School of Public Health
Anita Tucker, Associate Professor of Business Administration, Harvard Business School

**PH.D. PROGRAM IN HEALTH POLICY
MANAGEMENT TRACK**

SAMPLE PROGRAM OF STUDY

YEAR 1

FALL	SPRING
<ul style="list-style-type: none"> • Health Policy Core Seminar • Management and Markets: Administration and Human Behavior • Microeconomics I (Econ 2020a or API-101A) • Statistics 	<ul style="list-style-type: none"> • Health Policy Core Seminar • Management and Markets: Organizational Economics and Finance • Microeconomics II (Econ 2020b or API-102A or HCP 272) • Econometrics or Distribution Requirement

YEAR 2

FALL	SPRING
<ul style="list-style-type: none"> • Doctoral Course in Area of Specialization • MBA Health Care Course • MBA General Management Course • Distribution Requirement or Elective Doctoral Course or MBA Course or Econometrics 	<ul style="list-style-type: none"> • Design of Field Research Methods (HBS 4070) • MBA Courses or Elective Doctoral Course or Distribution Requirement
	Health Policy General Exam

YEAR 3

FALL	SPRING
<ul style="list-style-type: none"> • Epidemiology • Any remaining coursework 	<ul style="list-style-type: none"> • Dissertation Work
Special Field Exam	Dissertation Proposal Exam

YEAR 4-5

FALL	SPRING
<ul style="list-style-type: none"> • Dissertation Work • DART 	<ul style="list-style-type: none"> • Dissertation Work • DART
	Dissertation Oral Defense/Sign-off