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

All candidates must have their coursework plan approved by their advisor.

**REQUIRED COURSES**

<table>
<thead>
<tr>
<th><strong>Discipline Courses:</strong></th>
<th><strong>Number of Courses</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td>Health Policy Core Seminar (Health Policy 2000)</td>
<td>2</td>
</tr>
<tr>
<td>Microeconomic Theory</td>
<td>2</td>
</tr>
<tr>
<td>(Economics 2020a &amp; b or HKS API-101Z &amp; 102Z or HKS API-109 &amp; 110; Economics 1460 may be taken in place of second term course)</td>
<td></td>
</tr>
<tr>
<td>Perspectives on Research in Organizations (formerly Perspectives in Management Research) (HBS 4008)</td>
<td>1</td>
</tr>
<tr>
<td>HBS or GSAS Doctoral Courses in Area of Specialization</td>
<td>2</td>
</tr>
<tr>
<td>(Note: A course that fulfills both the “Area of Specialization” and “Advanced Data Analysis or Research Design” requirements may be taken as part of fulfilling both requirements.)</td>
<td></td>
</tr>
<tr>
<td>(E.g. HBS doctoral seminars such as HBS 4882. Micro Topics in Organizational Behavior,</td>
<td></td>
</tr>
</tbody>
</table>

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1 The courses listed include both the health policy program requirements and the management track requirements. Students who believe their previous training covers material included in the required courses may petition to waive one or more required courses. However, they must take no fewer than 15 courses as part of their training.
HBS 4880. Macro Topics in Organizational Behavior, HBS 4155. Psychology and Economic Theory, or an advanced data analysis or research design course such as Sociology 211 (formerly Sociology 203b). Analysis of Longitudinal Data or HBS 4430. Field Experiments.

**Research Methods Courses: 4**

- Design of Field Research Methods (HBS 4070) 1
- Introductory Data Analysis 1
  
  *(Note: Requirement may be fulfilled by an introductory statistics course equivalent in level to those listed below if taken prior to matriculation in program. It is highly recommended that students become familiar with statistics prior to beginning an intermediate methods course.)*

**Choice of:**

- Government 2000. Introduction to Quantitative Methods I *(usually followed by Gov 2001)*
- GSE S-040. Introduction to Applied Data Analysis *(usually followed by S-052)*
- HKS API-201Z. Quantitative Analysis and Empirical Methods *(usually followed by API-202Z)*
- HKS API-209. Advanced Quantitative Methods I: Statistics *(usually followed by API-210)*
- Psychology 1950. Intermediate Statistical Analysis in Psychology *(usually followed by Psychology 1952)*
- Statistics 104. Introduction to Quantitative Methods for Economics *(usually followed by Economics 1123)*
- Statistics 110. Introduction to Probability *(usually followed by Economics 2110)*
- Additional course offerings from HSPH Biostatistics Department and other schools may apply.

**Intermediate Data Analysis 1**

**Choice of:**

- Economics 2110. Econometrics I *(usually followed by Economics 2120)*
- GSE S-052. Applied Data Analysis (with permission)
- HKS API-202Z. Empirical Methods II
- HKS API-210. Advanced Quantitative Methods II: Econometric Methods
- Psychology 1952. Multivariate Analysis in Psychology
- Sociology 202. Intermediate Quantitative Research Methods *(usually followed by Soc 203)*
- Statistics 139. Statistical Sleuthing through Linear Models *(usually followed by Stats 149)*
- Applied Econometrics (MIT 14.387)
- Additional course offerings from HSPH Biostatistics Department and other schools may apply.

**Advanced Data Analysis or Research Design Courses 1**

*(Note: A course that fulfills both the “Area of Specialization” and “Advanced Data Analysis or Research Design” requirements may be taken as part of fulfilling both requirements.)*

**Choice of:**

- Economics 2120. Introduction to Applied Econometrics *(usually followed by Economics 2140)*
- Economics 2140. Econometric Methods
- Economics 2142. Time Series Analysis
- Sociology 203 (formerly Sociology 203a). Advanced Quantitative Research Methods *(usually followed by Soc 211)*
- Sociology 211 (formerly Sociology 203b). Analysis of Longitudinal Data: Seminar
- Sociology 275: Social Network Analysis: Seminar [Not offered in 2015-2016]
- Statistics 149. Statistical Sleuthing through Generalized Linear Models
- Statistics 160. Design and Analysis of Sample Surveys
HBS 4809. Applied Econometrics for Research in Management
Additional course offerings from HSPH Biostatistics Department and other schools may apply.

**MBA Course** *(students must take 1 full term MBA course in General Management or Healthcare):* 1

**General Management**

*Choice of:*

- HBS 1230. Corporate Strategy
- HBS 1504. Building and Sustaining a Successful Enterprise
- HBS 1556. General Management: Processes & Action
- HBS 1816. Managing, Organizing & Motivating for Value
- HBS 1908. Business at the Base of the Pyramid
- HBS 2010. The Board of Directors and Corporate Governance
- HBS 2040. Managing Change
- HBS 2056. Power and Influence
- HBS 2060. Managing Human Capital
- HBS 2108. Supply Chain Management
- HBS 2120. Managing Service Operations

**OR**

**Healthcare**

*Choice of:*

- HBS 1665. Building Life Science Businesses
- HBS 1666. Entrepreneurship in Healthcare IT and Services
- HBS 2180. Innovating in Health Care Intensive Course
- HBS 2195. Transforming Health Care Delivery
- HBS 2105. US Healthcare Strategy

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**Business Education for Scholars and Teachers (BEST) Series:** 3

January term during 1st, 2nd, and 3rd years in the program

- Business Education for Scholars and Teachers – Organizations (BEST Organizations): 1
- Business Education for Scholars and Teachers – Markets (BEST Markets): 1
- Business Education for Scholars and Teachers – Teach (BEST Teach): 1

**Health Policy Program Distribution Requirement Courses:** 1½

Epidemiology (HSPH EPI 500) ½

Candidates must take the equivalent of a one-semester course in one of the following areas: 1

- **Decision Sciences:**
  - HKS API-302. Analytic Frameworks for Policy
  - HSPH RDS 280. Decision Analysis for Health & Medical Practices
  - HSPH RDS 282. Economic Evaluation for Health Policy & Program Management
  - HSPH RDS 284. Decision Theory
  - HSPH RDS 285. Decision Analysis Methods in Public Health and Medicine

- **Ethics:**
  - HKS DPI-201. The Responsibilities of Public Action
  - HSPH GHP 265. Ethics of Global Health Research
  - HSPH GHP 293. Individual and Social Responsibility for Health
  - HSPH ID 250. Ethical Basis of the Practice of Public Health

- **Political Analysis:**
Health Policy

Total Courses 16.5

**Teaching Requirement:**
To fulfill the teaching requirement, all HBS doctoral students will, at a minimum, work in some teaching capacity in a formally offered course for at least one full academic term. This engagement should include at least 8 hours of front-of-class teaching experience and at least 16 hours of teaching preparation time. As long as the teaching experience meets or exceeds the required front-of-class and preparation time, doctoral students may fulfill the teaching requirement by engaging in an HBS MBA course as either a Teaching Assistant for an MBA RC course or as a Teaching Fellow for an EC course. Other options might include: teaching fellow for an FAS course, teaching an undergraduate Harvard College course, teaching a Harvard University extension school course, teaching fellow for a course at another Harvard School, such as HKS or HSPH.

**Field Research Experience Requirement:**
The purpose of the Field Research is to provide students with the opportunity to engage in a field experience that will provide exposure to organizations and markets dealing with real-world challenges aligned with students’ individual research agenda. The Field Research requirement will also provide enrolled students with the opportunity to design a field research experience with their faculty advisor that will be tailored to their own research agenda. For some students, this experience will be travel to a field site included in a study she or he is already engaged in. For others, this could be their first exposure to the field.

Each student will be required to submit a project proposal that includes a full description of the project scope. Students may plan and carry out their field requirement in small teams of 3-5 if they choose. The Field Research Experience is graded. By February 1st of their 3rd year of study, students will submit a 10-15 page written paper to their advisors and will make a presentation to a cohort of students and faculty advisors (or a subset of them by program) on the research outcomes they produced as a result of the travel.
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. It is recommended that the candidate appoint one of the faculty members as the Committee chair. 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 3040A&B): 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: Management track students are strongly encouraged to form a dissertation committee, submit a written proposal and pass an oral exam on the dissertation proposal before June 30th of the third academic year and prior to the commencement of a candidate’s dissertation. If a student is not able to propose a dissertation by June 30th of the third academic year, he/she must alert the program office and management track chair. Additionally, 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. If the student does not defend a prospectus by the end of the fourth year in the program, this will be considered unsatisfactory progress and the student will not remain in good standing at the Graduate School of Arts and Sciences. All Management track students are also encouraged to submit a proposal for three of the dissertation papers (or monograph chapters) at the time of the dissertation proposal. If a student prefers to explore the two paper option as defined in the Health Policy chapter of the GSAS Handbook for Students, he/she must consult the management track chair.

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.

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 Health Policy chapter in the GSAS Handbook for Students: http://www.gsas.harvard.edu/handbook/health_policy.php. Please note that the requirements for the dissertation proposal as outlined in this document supersede those listed in the handbook for management track students.
FACULTY MEMBERS (associated with the Management Track)

Julie Battilana, Professor of Business Administration, Harvard Business School

Amitabh Chandra, Malcolm Weiner Professor of Public Policy and Director of Health Policy Research, Harvard Kennedy School of Government

Clayton M. Christensen, Kim B. Clark Professor of Business Administration, Harvard Business School

Amy C. Edmondson, Novartis Professor of Leadership and Management and Senior Associate Dean for Culture and Community, Harvard Business School

Joel W. Goh, Assistant Professor of Business Administration, Harvard Business School

Richard Hamermesh, Senior Fellow, MBA Class of 1961 Professor of Management Practice, Retired, Harvard Business School

Regina E. Herzlinger, Nancy R. McPherson Professor of Business Administration, Harvard Business School

Robert Higgins, Senior Lecturer of Business Administration, Harvard Business School

Robert S. Huckman, Co-Chair, Albert J. Weatherhead III Professor of Business Administration, Harvard Business School

Ashish Jha, Professor of Health Policy and Management, Harvard T.H. School of Public Health

Leslie K. John, Marvin Bower Associate Professor of Business Administration, Harvard Business School

Nancy Kane, Professor of Management, Associate Dean for Case-based Teaching and Learning, Harvard T.H. Chan School of Public Health

Peter V. Marsden, Edith and Benjamin Geisinger Professor of Sociology, 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 and Professor of Radiology, Harvard Medical School


Michael E. Porter, Bishop William Lawrence University Professor, Harvard Business School

Raffaella Sadun, Thomas S. Murphy Associate Professor of Business Administration, Harvard Business School

Sara J. Singer, Co-Chair, Professor of Healthcare Management and Policy, Harvard T.H. Chan School of Public Health

Ariel D. Stern, Assistant Professor of Business Administration, Harvard Business School

Richard Zeckhauser, Frank P. Ramsey Professor of Political Economy, Harvard Kennedy School
## PH.D. PROGRAM IN HEALTH POLICY MANAGEMENT TRACK

### SAMPLE PROGRAM OF STUDY

#### YEAR 1

<table>
<thead>
<tr>
<th>FALL</th>
<th>J-TERM</th>
<th>SPRING</th>
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</thead>
<tbody>
<tr>
<td>• Health Policy Core Seminar</td>
<td>• BEST</td>
<td>• Health Policy Core Seminar</td>
</tr>
<tr>
<td>• Microeconomics I (Econ 2020a or API-101A or API-109)</td>
<td>• Organizations*</td>
<td>• Microeconomics II (Econ 2020b or Econ 1460 or API-102A or API-110)</td>
</tr>
<tr>
<td>• Introductory Data Analysis Course</td>
<td></td>
<td>• Intermediate Data Analysis Course</td>
</tr>
<tr>
<td>• Doctoral Course in Area of Specialization</td>
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<td>• Perspectives on Management Research (HBS 4008)</td>
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#### YEAR 2

<table>
<thead>
<tr>
<th>FALL</th>
<th>J-TERM</th>
<th>SPRING</th>
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<tbody>
<tr>
<td>• MBA Health Care Course or General Management Course</td>
<td>• BEST Markets*</td>
<td>• Design of Field Research Methods (HBS 4070)</td>
</tr>
<tr>
<td>• Advanced Data Analysis Course</td>
<td></td>
<td>• Doctoral Course in Area of Specialization</td>
</tr>
<tr>
<td>• Epidemiology (EPI 500)</td>
<td></td>
<td>• Distribution Requirement</td>
</tr>
<tr>
<td>Field Research Experience**</td>
<td></td>
<td>Health Policy General Exam</td>
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#### YEAR 3

<table>
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<tr>
<th>FALL</th>
<th>J-TERM</th>
<th>SPRING</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Health Policy Research Seminar</td>
<td>• BEST Teach</td>
<td>• Health Policy Research Seminar</td>
</tr>
<tr>
<td>• Any remaining coursework</td>
<td></td>
<td>• Dissertation Work</td>
</tr>
<tr>
<td>• Special Field Exam</td>
<td></td>
<td>• Teaching Requirement</td>
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#### YEAR 4-5

<table>
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<tbody>
<tr>
<td>• Health Policy Research Seminar</td>
<td>• Health Policy Research Seminar</td>
</tr>
<tr>
<td>• Dissertation Work</td>
<td>• Dissertation Work</td>
</tr>
<tr>
<td></td>
<td>Dissertation Oral Defense/Sign-off</td>
</tr>
</tbody>
</table>

*BEST Organizations and BEST Markets will be offered in alternate years. G-1s and G-2s will be combined into a single cohort for these BEST courses.

**The Field Research Experience must be fulfilled between the beginning of the G-2 year and Dec. 1 of the G-3 year.