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>Discipline Courses:</th>
<th>Number of Courses</th>
</tr>
</thead>
<tbody>
<tr>
<td>Health Policy Core Seminar (Health Policy 2000)</td>
<td>6</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>2</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 courses such as HBSDOC 4882. Micro Topics in Organizational Behavior, HBSDOC 4880. Macro Topics in Organizational Behavior, HBSDOC 4155. Psychology and Economic Theory, or an advanced data analysis or research design course such as Sociology 2211. Analysis of Longitudinal Data or HBSDOC 4430. Field Experiments.)</td>
<td></td>
</tr>
</tbody>
</table>

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 13 courses as part of their training.
**Research Methods Courses:**

Design of Field Research Methods (HBSDOC 4070)  
Introductory Data Analysis  
(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 Harvard Chan School’s Biostatistics Department and other schools may apply.

Intermediate Data Analysis

Choice of:
- Economics 1123. Introduction to Econometrics
- Economics 2110. Econometrics I (usually followed by Economics 2115)
- GSE S-052. Applied Data Analysis (with permission) (can be followed by GSE S-043)
- HKS API-202Z. Empirical Methods II
- HKS API-210. Advanced Quantitative Methods II: Econometric Methods
- Psychology 1952. Multivariate Analysis in Psychology
- Sociology 2202. Intermediate Quantitative Research Methods (previously offered as Soc 202; usually followed by Soc 203)
- Statistics 139. Linear Models (usually followed by Stats 149)
- Applied Econometrics (MIT 14.387)

Additional course offerings from Harvard Chan School’s Biostatistics Department and other schools may apply.

Advanced Data Analysis or Research Design

(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 2115. Econometric Methods II (can be followed by Economics 2140)
- Economics 2140. Econometric Methods
- Economics 2142. Time Series Analysis
- GSE S-043. Multilevel and Longitudinal Models
- HBSDOC 4809. Applied Econometrics for Research in Management
- HKS API-222. Machine Learning and Big Data Analysis
- Sociology 2203. Advanced Quantitative Research Methods (usually followed by Soc 221)
- Sociology 2211. Analysis of Longitudinal Data: Seminar (previously offered as Soc 203b and 211)
- Sociology 2275. Social Network Analysis: Seminar (previously offered as Soc 275)
- Statistics 149. Generalized Linear Models
- Statistics 160. Design and Analysis of Sample Surveys

Additional course offerings from HSPH Biostatistics Department and other schools may apply.
MBA Courses

(Note: Students must take the equivalent of 2 full-term MBA courses (i.e., a total of 6 credits) from the Elective Curriculum; 1 course must be in General Management or Healthcare):

General Management
Choice of:

- HBSMBA 1230. Corporate Strategy (3 credits)
- HBSMBA 1504. Building and Sustaining a Successful Enterprise (3 credits)
- HBSMBA 1556. General Management: Processes & Action (3 credits) *(not offered in 2018-2019)*
- HBSMBA 1816. Managing, Organizing & Motivating for Value (3 credits)
- HBSMBA 2010. Corporate Governance and Board of Directors (3 credits)
- HBSMBA 2040. Managing Change and Transformation (3 credits) *(not offered in 2018-2019)*
- HBSMBA 2056. Power and Influence (3 credits)
- HBSMBA 2060. Managing Human Capital (3 credits)
- HBSMBA 2108. Supply Chain Management (3 credits)
- HBSMBA 2120. Managing Service Operations (3 credits)
- HBSMBA 2165. Operating Strategies for Growth (1.5 credits) *(not offered in 2018-2019)*

OR

Healthcare
Choice of:

- HBSMBA 1666. Entrepreneurship in Healthcare IT and Services (1.5 credits) *(not offered in 2018-2019)*
- HBSMBA 2157. US Healthcare Strategy (3 credits)
- HBSMBA 2180. Innovating in Health Care (3 credits)
- HBSMBA 6219. Field Course: Transforming Health Care Delivery (3 credits)

Health Policy Program Distribution Requirement Courses:

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

- **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:** HMS BETH 706. Health Law, Policy, and Bioethics
  HSPH GHP 265. Ethics of Global Health Research (.5 credit)
  HSPH GHP 288. Issues in Health and Human Rights (.5 credit)
  HSPH GHP 293. Individual and Social Responsibility for Health (.5 credit)
  HSPH ID 250. Ethical Basis of the Practice of Public Health (.5 credit)

- **Political Analysis:** HKS SUP-575 / HSPH HPM 247. Political Analysis and Strategy for U.S. Health Policy

Health Policy Research Seminar (Health Policy)

Total Courses

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3
**Teaching Requirement:**
HBS doctoral students are required to teach in a formally offered course for one full academic term. The requirement is designed to allow students to fulfill the requirement in a means which takes into account both the student’s scholarly development as well as their potential future academic career. Students typically fulfill the teaching requirement by being a teaching fellow. However, many different models fulfill this requirement. Many doctoral students fulfill the teaching requirement by engaging in an HBS MBA course as a teaching assistant for an MBA RC or EC course. In this case, students can count the teaching assignment in the MBA program both towards fulfilling the teaching requirement as well as taking 1 MBA course. Other options for fulfilling the teaching requirement include: teaching fellow for an FAS course, teaching an undergraduate Harvard College course (e.g., leading a tutorial, such as a sophomore tutorial in economics, or a section in the GHHP research course), teaching a Harvard University extension school course, and teaching fellow for a course at another Harvard School, such as HKS or Harvard Chan School.

**Field Research Requirement:**
The purpose of the Field Research Requirement 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 June 30th of the 4th 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 fall of 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 3040): To monitor and encourage progress on dissertations, all candidates in their third-year and 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. Management track students are 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 chairs.

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 committee’s 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: https://handbook.gsas.harvard.edu/health-policy. 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, Joseph C. Wilson Professor of Business Administration, HBS, and Alan L. Gleitsman Professor of Social Innovation, HKS

Amitabh Chandra, Malcolm Weiner Professor of Public Policy and Director of Health Policy Research, HKS, and Henry and Allison McCance Professor of Business Administration, HBS

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

Leemore S. Dafny, Bruce V. Rauner Professor of Business Administration, HBS

Amy C. Edmondson, Co-Chair, Novartis Professor of Leadership and Management and Senior Associate Dean for Culture and Community, HBS

Richard Hamermesh, Senior Fellow, MBA Class of 1961 Professor of Management Practice, Retired, HBS

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

Robert Higgins, Senior Lecturer of Business Administration, HBS

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

Ashish Jha, K. T. Li Professor of Health Policy, Harvard Chan School

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

Nancy Kane, Professor of Management, Harvard Chan School

Peter V. Marsden, Edith and Benjamin Geisinger Professor of Sociology, FAS

F. Warren McFarlan, T.J. Dermot Dunphy Baker Foundation Professor of Business Administration, Emeritus, HBS

Barbara J. McNeil, Ridley Watts Professor of Health Care Policy and Professor of Radiology, HMS

Joseph P. Newhouse, John D. MacArthur Professor of Health Policy and Management, FAS, HMS, HKS, Harvard Chan School

Michael E. Porter, Bishop William Lawrence University Professor

Soroush Saghafian, Assistant Professor of Public Policy, HKS

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

Ariel D. Stern, Assistant Professor of Business Administration, HBS

Richard Zeckhauser, Frank P. Ramsey Professor of Political Economy, HKS
# PH.D. PROGRAM IN HEALTH POLICY
## MANAGEMENT TRACK
### SAMPLE PROGRAM OF STUDY

## YEAR 1

<table>
<thead>
<tr>
<th>FALL</th>
<th>SPRING</th>
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<tbody>
<tr>
<td>• Health Policy Core Seminar</td>
<td>• Health Policy Core Seminar</td>
</tr>
<tr>
<td>• Microeconomics I (Econ 2020A or API-101A or API-109)</td>
<td>• Microeconomics II (Econ 2020b or API-102B or API-110)</td>
</tr>
<tr>
<td>• Introductory Data Analysis Course</td>
<td>• Intermediate Data Analysis Course</td>
</tr>
<tr>
<td>• Doctoral Course in Area of Specialization</td>
<td>• Distribution Requirement</td>
</tr>
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## YEAR 2

<table>
<thead>
<tr>
<th>FALL</th>
<th>SPRING</th>
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<tbody>
<tr>
<td>• Advanced Data Analysis Course</td>
<td>• Design of Field Research Methods (HBS 4070)</td>
</tr>
<tr>
<td>• Doctoral Course in Area of Specialization</td>
<td>• MBA Course</td>
</tr>
<tr>
<td>• MBA Health Care Course or General Management Course</td>
<td></td>
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<tr>
<td>• Design of Field Research Methods (HBS 4070)</td>
<td></td>
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<tr>
<td>• MBA Course</td>
<td></td>
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<tr>
<td><strong>Health Policy General Exam</strong></td>
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## YEAR 3

<table>
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<tr>
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<tbody>
<tr>
<td>• Health Policy Research Seminar</td>
<td>• Health Policy Research Seminar</td>
</tr>
<tr>
<td>• Any remaining coursework (e.g., MBA courses may not fit in 2\textsuperscript{nd} year and may need to be taken in 3\textsuperscript{rd} year)</td>
<td>• Dissertation Work</td>
</tr>
<tr>
<td>• Any remaining coursework (e.g., MBA courses may not fit in 2\textsuperscript{nd} year and may need to be taken in 3\textsuperscript{rd} year)</td>
<td>• Teaching Requirement</td>
</tr>
<tr>
<td><strong>Special Field Exam</strong></td>
<td><strong>Dissertation Proposal Exam</strong></td>
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</table>

## YEAR 4-5

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

*The Field Research Experience must be fulfilled by June 30 of Year 4.*