



**HARVARD UNIVERSITY PH.D. PROGRAM IN HEALTH POLICY
MANAGEMENT TRACK
2022-2023**

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.

<u>REQUIRED COURSES</u>¹	<u>Number of Courses</u>
<i>Discipline Courses:</i>	<u>6</u>
Health Policy Core Seminar (Health Policy 2000)	2
Microeconomic Theory (Economics 2020A & B or HKS API 101Z & 102Z or HKS API 109 & 110; Economics 1460 ² may be taken in place of second term course)	2
HBS or GSAS Doctoral Courses in Area of Specialization ³ (<i>Note: Due to their varied interests, HPM students have satisfied this requirement with courses from a variety of schools and departments, e.g., HBSDOC courses,</i>	2

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.

² Economics 1460 was taught for many years by Joe Newhouse, who retired from teaching at the end of Spring 2021. The course is not offered in 2022-2023, and we are unsure of future plans for the course.

³ A course that fulfills both the “Area of Specialization” and “Advanced Data Analysis or Research Design” requirement (see page 2) may be taken as part of fulfilling both requirements.

Harvard Sociology courses, Harvard Economics courses, MIT Sloan courses, and MIT Economics courses.)

Research Methods Courses:

4

Design of Field Research Methods (HBSDOC 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.)

Economics 1123. Introduction to Econometrics

GSE S040. Introductory and Intermediate Statistics for Educational Research: Applied Linear Regression *(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 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:

1

Economics 2110. Econometrics I *(usually followed by Economics 2115)*

Economics 2120. Principles of Econometrics⁴ *(usually followed by Economics 2140)*

Government 2001. Quantitative Social Science Methods I

GSE S052. Intermediate and Advanced Statistical Methods for Applied Educational Research (with permission) *(can be followed by GSE S043)*

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 *(usually followed by Soc 2203)*

Statistics 139. Introduction to Linear Models *(usually followed by Stats 149)*

MIT 14.387. Applied Econometrics

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

Advanced Data Analysis or Research Design:

1

Economics 2115. Econometric Methods II *(can be followed by Economics 2140)*

Economics 2140. Econometric Methods

Economics 2142. Time Series Analysis

Government 2002. Quantitative Social Science Methods II

Government 2003. Causal Inference with Applications

HBSDOC 4809. Applied Econometrics for Research in Management *(not offered in 2022-2023)*

HKS API 222. Machine Learning and Big Data Analysis

Sociology 2203. Advanced Quantitative Research Methods *(usually followed by Soc 2211)*

Sociology 2211. Analysis of Longitudinal Data: Seminar *(not offered in 2022-2023)*

Sociology 2275. Social Network Analysis: Seminar *(not offered in 2022-2023)*

⁴ The course note in my.harvard.edu indicates that enrollment is limited to PhD students in the Economics Department, Business Economics program, and PEG program. Other students wanting to enroll in the course should contact the instructor.

Statistics 149. Introduction to Generalized Linear Models
 Statistics 151/GSE S043. Multilevel and Longitudinal Models *(not offered in 2022-2023)*
 Additional course offerings from HSPH Biostatistics Department and other schools may apply.

MBA Courses

2

(Note: Students must take the equivalent of 2 full-term MBA courses – a total of 6 credits – from the Elective Curriculum; 1 course must be in General Management or Healthcare. MBA courses are graded on a scale of I-IV. A grade of I or II is required to satisfy this requirement.)

General Management

HBSMBA 1230. Corporate Strategy: Creating Value Across Markets (3 credits)
 HBSMBA 1504. Building and Sustaining a Successful Enterprise (3 credits)
 HBSMBA 1556. Becoming a General Manager (3 credits)
 HBSMBA 1816. Managing, Organizing & Motivating for Value (3 credits) *(not offered in 2022-2023)*
 HBSMBA 1908. Business at the Base of the Pyramid (3 credits)
 HBSMBA 2010. Corporate Governance and Boards of Directors (3 credits)
 HBSMBA 2040. Managing Change and Transformation (3 credits) *(not offered in 2022-2023)*
 HBSMBA 2056. Power and Influence (3 credits)
 HBSMBA 2057. Power and Influence for Positive Impact (3 credits)
 HBSMBA 2060. Managing Human Capital (3 credits)
 HBSMBA 2108. Supply Chain Management (3 credits)
 HBSMBA 2120. Managing Service Operations (3 credits)

OR

Healthcare

HBSMBA 1727. Tough Tech Ventures (3 credits)
 HBSMBA 1775. Entrepreneurship in Life Sciences (1.5 credits)
 HBSMBA 2157. US Healthcare Strategy (3 credits)
 HBSMBA 2180. Innovating in Health Care (3 credits)
 HBSMBA 2196. Transforming Health Care Delivery (1.5 credits)
 HBSMBA 6107. Field Course: Lab to Market (3 credits)

Health Policy Program Distribution Requirement Courses:

1

Candidates must take the equivalent of a one-semester course in one of the following areas: Decision Sciences, Ethics, Health Equity and Social Determinants, History, Mental Health Policy, and Political Analysis. See Health Policy Distribution Requirements document for course options.

(Note that completion of two data analysis courses fulfills the two-semester statistics distribution requirement required of all Health Policy PhD students and that completion of one microtheory course fulfills a health policy distribution requirement in economics.)

Health Policy Research Seminar (Health Policy)

2

Total Courses

15

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. Teaching fellow assignments outside of HBS must include 8 hours of front-of-class teaching in order to meet the teaching requirement.

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 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). 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 *GSAS Policies* <https://gsas.harvard.edu/degree-requirements/departamental-requirements/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)

Mariam Krikorian Atkinson, Assistant Professor of Healthcare Management and Policy, Harvard Chan School

David Bates, Professor of Medicine, HMS, and Professor in the Department of Health Policy and Management, Harvard Chan School

Julie Battilana, Joseph C. Wilson Professor of Business Administration, HBS, and Alan L. Gleitsman Professor of Social Innovation, HKS

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

Michael Chernew, Leonard D. Schaeffer Professor of Health Care Policy, HMS

Jessica Cohen, Bruce A. Beal, Robert L. Beal and Alexander S. Beal Associate Professor of Global Health, Harvard Chan School

David Cutler, Otto Eckstein Professor of Applied Economics, FAS, and Member of the Faculty, HKS and Harvard Chan School

Leemore S. Dafny, Bruce V. Rauner Professor of Business Administration, HBS, and Member of the Faculty, HKS

Amy C. Edmondson, Co-Chair, Novartis Professor of Leadership and Management, HBS

Susanna Gallani, Assistant Professor of Business Administration, HBS

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

Robert S. Huckman, Co-Chair, Albert J. Weatherhead III Professor of Business Administration, HBS, and Unit Head, Technology and Operations Management, HBS

Leslie K. John, Professor of Business Administration, HBS

Nancy Kane, Adjunct Professor of Management, Harvard Chan School

Michaela Kerrissey, Assistant Professor of Management, Harvard Chan School

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

J. Michael McWilliams, Warren Alpert Foundation Professor of Health Care Policy, and Professor of Medicine, HMS

Kyle Myers, Assistant Professor of Business Administration, HBS

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

Soroush Saghafian, Associate Professor of Public Policy, HKS

Raffaella Sadun, Charles Edward Wilson Professor of Business Administration, HBS

Ariel D. Stern, Poronui Associate Professor of Business Administration, HBS

**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 • Microeconomics I (Econ 2020A or API-101Z or API-109) • Introductory Data Analysis Course • Doctoral Course in Area of Specialization 	<ul style="list-style-type: none"> • Health Policy Core Seminar • Microeconomics II (Econ 2020B or API-102Z or API-110) • Intermediate Data Analysis Course • Distribution Requirement

YEAR 2

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

YEAR 3

FALL	SPRING
<ul style="list-style-type: none"> • Health Policy Research Seminar • Any remaining coursework (e.g., MBA courses may not fit in 2nd year and may need to be taken in 3rd year) 	<ul style="list-style-type: none"> • Health Policy Research Seminar • Dissertation Work • Teaching Requirement
Special Field Exam	Dissertation Proposal Exam

YEAR 4-5

FALL	SPRING
<ul style="list-style-type: none"> • Health Policy Research Seminar • Dissertation Work 	<ul style="list-style-type: none"> • Health Policy Research Seminar • Dissertation Work
	Field Research Experience*
	Dissertation Oral Defense/Sign-off

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