



# Program INFORMATION



*“As a Health Sector Management student, my MBA experience at Duke University has truly been the best two years of my life! Not only was I able to learn the business of health care while our nation was going through health care reform, but I was also able to build relationships, both professional and personal, that will last a lifetime.”*

**Mahesh Narayan,**  
Daytime HSM Class of 2011

## THE DUKE MBA – DAYTIME HEALTH SECTOR MANAGEMENT CERTIFICATE

This full-time, 22-month residency program layers the interdisciplinary study of the global health sector onto Fuqua’s core MBA curriculum. Students explore the interrelationship of health-related institutions and issues to hone the functional skills and strategic insights that add immediate value in a variety of workplace settings.

### STUDENT PROFILE

- Students have an average of five years of professional experience.
- Approximately half have worked in health care.
- Approximately 25 percent have advanced degrees.
- Approximately 45 percent are international students.

### PROGRAM OPTIONS AND REQUIREMENTS

Health Sector Management (HSM) students fulfill all regular Daytime MBA requirements; HSM courses count toward required MBA elective credits. As part of their HSM studies, students may pursue collaborative learning projects with other noted Duke programs, including engineering, basic science, public policy, medicine, law, and global health, as well as with leading healthcare companies and organizations in Research Triangle Park and beyond. In addition, students may combine their interest in health care with additional concentrations offered within The Duke MBA program.



# Program Curriculum: The Duke MBA – Daytime Health Sector Management Certificate

A certificate in Health Sector Management (HSM) requires the completion of all Fuqua Daytime MBA course requirements, three required HSM courses, and three additional health care-focused electives.

## REQUIRED COURSES

### Health Care in the 21st Century

This week-long course provides a detailed overview of the health care system's segments and stakeholders, analyzes the industry's evolution, and addresses likely changes within the sector.

### Economics and Strategy of Health Sector Management

This course applies the tools of economics and strategy to challenges and opportunities faced by product manufacturers, insurers, health care providers, and hospitals.

### Seminars in Health Care

This academic year-long series allows students to explore health care applications of skills and knowledge derived from core MBA courses. In addition to Duke faculty, external industry experts highlight, address, and discuss the most current health care issues.

## ELECTIVES

*The completion of three HSM electives counts as elective credit toward The Duke MBA degree.*

### Biotechnology: Management of Drug Discovery

An overview of the biotechnology industry from scientific, clinical, legal, financial, and ethical perspectives.

### Economics and Management of the Pharmaceutical Industry

An examination of management and policy issues concerning innovation, product commercialization, competition, and regulation in the pharmaceutical industry—international in perspective with an emphasis on the current U.S. market and policy.

### Health Care Marketing

This course leverages and deepens core marketing knowledge by addressing how standard marketing analysis, tactics, and strategy apply within the health sector.

### Health Care Operations

A course that focuses exclusively on health care services while discussing tools that can be used to improve service and make decisions.

### Invention to Application:

#### Health Care Research Commercialization

A hands-on learning experience in which students work with researchers at Duke as well as with experienced entrepreneurs to commercialize real-case Duke University research.

### Management of Health Systems and Policy

Students travel to Washington, D.C. to visit federal institutions, advocacy groups, and non-governmental organizations that are critical to the development of health policy and technology and the delivery of health care services.

### Medical Device Commercialization

An exploration of the market model for medical products, services, and technologies, as well as an assessment of market need—the centerpiece of a company product plan and agenda to forge its place in device history.

### Provider Strategy

This course focuses on organizational innovation, specifically strategies and tactics for provider networks to successfully manage resource constraints as well as insurance and reimbursement issues in order to deliver quality, ethical, and cost-effective care.

### Health Care Law and Policy

This course is designed for both law students and MBA students, and aims to bridge the market and legal issues that combine to shape the industry. No preliminary knowledge in either law or business/economics is required or assumed, though the course will rely on students' comparative expertise in each.

### Clinical Informatics Strategy

This course explores strategic approaches to deploying Health IT (HIT) in order to reduce the cost and increase the quality of health care delivery in the United States and globally, along with potential barriers to achieving success.

### Health IT Business Solutions

This course provides an overview of principles and concepts of information technology, with a focus on clinical information systems used in health care settings and the industry seeking to serve these uses.

### Data, Information and Knowledge Representation and Modeling

Students explore how data, information and knowledge are represented and stored and how that affects management and policy challenges in the health care setting.

### Secondary Data Use

Using epidemiology methods as a framework, students will learn how to evaluate or conduct secondary data analysis in health care settings to help improve organizational decisions, including those involving accreditation, quality management and reimbursement.



## LEARNING BEYOND THE CLASSROOM

Interdisciplinary and experiential programs prepare students for the demands of today's health care environment.

Drawing on HSM partnerships across Duke University and the global health sector, students may pursue practicums, research and independent studies that align with their career aspirations. HSM encourages and sponsors students to take part in health care-focused conferences and case competitions, and creates numerous opportunities for students to engage with Fuqua faculty and administration.

With HSM support, the student-run Health Care Club organizes special events that foster interaction among health care organizations, students, alumni, and the greater Duke community. In addition, the Health Care Club promotes networking between first- and second-year HSM students and faculty, plans week-in-cities visits, and organizes the annual Duke MBA Health Care Conference.

## ELECTIVES OUTSIDE HSM

***HSM elective requirements can be met through Fuqua and Duke courses offering health care-focused project work, among them:***

- Duke New Ventures Clinic
- Small Business Consulting
- Mentored Study in Entrepreneurship
- Independent Health Care Study
- Marketing Practicum
- Entrepreneurship Planning Practicum
- Global Consulting Practicum
- Health Systems in Developing Countries (DGHI)

## CAREER OPPORTUNITIES

Duke MBA graduates with an HSM certificate are trained to excel in a variety of management and/or leadership roles, including pharmaceutical, medical device, consulting, banking, venture capital, entrepreneurial, biotechnology, research and development, and payor and health systems. In coordination with The Duke MBA Career Management Center, HSM actively supports students as they seek summer internships or fulltime positions upon graduation.

The Career Management Center offers individual counseling and group programs that support the job search process. The Center also cultivates strong relationships with health care organizations to provide students access to on-campus recruiting and job posting opportunities.



***"The HSM elective courses have really helped to shape my knowledge of the industry from a variety of perspectives. For example, the Economics and Management of the Pharmaceutical Industry course provided me with a current view of the challenges this industry faces as well as its opportunities. As HSM students look to become future managers in this industry, this type of learning gives us an insider's advantage into the complex dynamics of health care."***

***Sarah Bruss, Daytime HSM Class of 2011***



*"Health care has a major impact on our well being and budgets. Furthermore, health care technology and regulation are always changing. In Duke's HSM program, we help you stay ahead of trends and provide fundamental tools of economics and strategy. With this knowledge you'll have opportunities to make important contributions in business and society."*

**David Ridley, PhD**  
Assistant Professor of  
Health Sector Management



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