The Fuqua School of Business
Health Sector Management Alumni Certificate Program

The Health Sector Management Certificate is a supplementary credential available to Fuqua MBA students and alumni who are seeking to strengthen their overall understanding of the health care industry.

The HSM Alumni Certificate Program is available to graduates of the Fuqua Daytime, Cross Continent, Global Executive and Weekend Executive MBA Programs.

Academic Requirements

Program Enrollment
Acceptance into the program is restricted to Fuqua MBA graduates and enrollment is subject to space availability and permission by the HSM Department. Fuqua MBA alumni interested in enrolling in the HSM Alumni Certificate Program are asked to provide an explanatory statement indicating why they wish to join and what they hope to gain from the program. Alumni are also asked to submit a current copy of their CV or resume.

Certificate Credit Requirements

Fundamentals of Health Sector Management: A Global Perspective (3 credits)
Health Care Markets (3 credits)
Health Institutions, Systems and Policy (3 credits)
HSM Project Course (3 credits)
2 HSM Elective Courses (3 credits each)

TOTAL credits 18 credits

Program Requirements

- Fuqua MBA alumni will attend class, either in person or virtually, with HSM Weekend Executive, Global Executive, Cross Continent and daytime students.
- Fuqua MBA alumni will be permitted two years to complete the full 18 credits required for the Certificate. After the two year period, the student will be withdrawn from the HSM Certificate Program, if all requirements have not been fulfilled.
- HLTHMGMT 711E - Health Care Markets and one HSM elective course must be taken in person and on site in the fall at a Term 6 session. Term 6 is divided into two - eight day sessions and it usually begins in late September and concludes in early October. The 2014 Term 6 dates are September 19th – October 4th. The scheduling of HLTHMGMT 711E (falling in Week 1 or Week 2) has not yet been determined.
It is recommended but not required that Fuqua alumni begin their program in July with HLTHMGMT 710 – Health Institutions, Systems and Policy.

1. HLTHMGMT 705C-709C Fundamentals of Health Sector Mgmt: A Global Perspective (3 credits)
   - The Fundamentals of HSM: A Global Perspective is a multi-term course and is divided into 5 separate mini-courses. This class addresses key challenges in the value chain by which people and organizations around the world create, deliver, and consume healthcare goods and services.
   - This course will begin in the spring and has both a virtual delivery (via a WebEx webinar) and an in class component. The WebEx classes meet for one hour on scheduled Sunday mornings from February – July. The course concludes with a 4 hour in person meeting which occurs during the EMBA Term 6 elective session.
   - There is pre-session preparation for each of the classes in the form of posted readings and assignments once the course starts. You are expected and encouraged to attend all class sessions, but if you are traveling and cannot, the sessions will be recorded for later playback.
   - The Fundamentals of HSM will be graded on a credit/no credit basis (CR/NCR) and will not impact your GPA.
   - The three credits of work are awarded with the completion of HLTHMGMT 709C.

Dates: The Fundamentals class is taught February - September.

2. HLTHMGMT 711E - Health Care Markets (3 credits)
   Students apply the tools of economics and strategy to address challenges faced by managers and policy makers in the health sector. Most classes begin with analysis of recent news, follow with a case discussion, and conclude with additional insight into the application of economics and strategy. The course examines strategies for product manufacturers, insurers, health care providers, and hospitals. A basic understanding of microeconomics and the health sector is assumed.

Dates: This class must be taken in a Term 6 session which occurs in the fall of each year. (The dates for the 2014 Term 6 residency are September 19th – October 4th. Term 6 is divided into two - eight day sessions. The scheduling of HLTHMGMT 711E (falling in Week 1 or Week 2) has not yet been determined.)

3. HLTHMGMT 710 - Health Institutions, Systems and Policy (3 credits)
   - This one week intensive course introduces HSM students to the interlocking segments of the health care industry, including physicians, hospitals, HMOs/PPOs, insurers, consultants, pharmaceutical companies and medical device companies.
   - This class includes daytime, EMBA and alumni HSM students.
   - Assignments include a team project and presentation, an exam and final paper.

Dates: Health Institutions, Systems and Policy is usually offered each year during the last week of July. The 2014 class dates are July 21st – 25th.

4. HLTHMGMT 897E - HSM Project Course (3 credits)
   - The HSM Project Course is designed for students to extend their mastery in one or more business skills by completing an in-depth analysis of a health care management or policy challenge or opportunity and developing actionable recommendations concerning the identified topic.
   - To accomplish this goal, students will select the topic and organization providing the context for the project, develop a proposal describing the project, work with a project advisor to refine the
project focus/scope and work plan, as required, and then carry out the research and other steps required to complete the analyses.

- A final report for the project will include a write-up of the analyses, findings, recommendations and implementation steps developed from the project process. Faculty supervision for the project will include on-line, in-person, and/or phone sessions.
- Students are required to verify that the project is neither part of his or her normal job responsibilities, nor work for which the student is otherwise compensated.

**Dates:** The Project Course will be completed in Term 7 which occurs in the spring of each year (January – April).

5. Two HSM Elective Courses (6 credits) (Students take one or two from Set 1 and zero or one from Set 2)

**Set 1: HSM Industry Context Electives (take one or two).** Students must take one of the Industry-Context electives below. Both will be offered in the term 6 elective session. If students choose to take both electives, the second will fulfill the HSM Breadth Elective requirement.

- HLTHMGMT 714 – Provider Strategy
- HLTHMGMT 491 – Life Science Product Strategy

**714E. Provider Strategy (Elective)**

The course objective is to prepare and develop health care executives and industry consultants with the vision to re-imagine the future of health care, the skills to plot and navigate paths to that future, and the passion to convince stakeholders of the journey. One focus will include practical tools, toolkits, heuristics and frameworks. Another major component will be “disruptive strategy innovations”: role, provider, value, geography, organization and process. We’ll draw heavily on cases from business schools around the world and here at Duke. We’ll integrate discussion and study of strategic innovations in resource-rich but highly regulated environments (~75%) with study of exciting strategic innovations in resource-poor but highly unregulated environments (~25%).

**718E. Life Science Product Strategy (Elective)**

We will examine product strategy in the biotech, device, and pharmaceutical industries. We will consider the perspectives of large incumbents, entrepreneurial start-ups, and companies in between. Life science product companies face new challenges and opportunities in a business environment characterized by rapid growth in emerging markets, but increasing regulatory oversight and reimbursement challenges in the developed markets. Our objective is to help you acquire the skill set you need to work and thrive in the industry. To succeed in an increasingly dynamic and complex world, industry professionals need a deep understanding of corporate strategy, regulatory and reimbursement trends, financing options, product development and innovation management, manufacturing supply chain and customer needs.

**Set 2: HSM Breadth Electives (take zero or one) – A student who chooses only one elective from Set 1 can fulfill the remaining HSM elective requirement with one of the courses listed below. Note that only a subset of courses below will be offered in any specific EMBA elective term.**

- DECISION 613E Strategic Modeling & Business Dynamics
- FINANCE 646E Corporate Finance
- FUQINTRD 898E Irrational Choices Unconscious Decisions & Market Failures
- HLTHMGMT 716 Health Policy and Management (taught concurrent with
Date: The HSM elective course requirements can be fulfilled in the Term 6 session which occurs in the fall of each year. (The dates for the 2014 Term 6 residency are September 19th – October 4th. Term 6 is divided into two - eight day sessions. The scheduling of the elective offerings (falling in Week 1 or Week 2) has not yet been determined.)

716. Management of Health Systems and Policy (Breadth Elective)

This course examines special aspects of health care law, financing and health care policy. The provision of health care in the United States exists within a unique and complex environment. State and federal governments, through laws, programs, reimbursements and payments, create a special environment for healthcare providers. Similarly, third-party insurers, and more recently, corporations, are taking active steps in modifying this environment. Good candidates for this course are MBA students who have an interest in health, biotechnology, pharmaceutical, and human resource management. (Limited Spaces available for EMBA students.)

Tuition

The HSM Alumni Certificate carries tuition charges for the following courses:

<table>
<thead>
<tr>
<th>Course Description</th>
<th>Tuition</th>
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<tbody>
<tr>
<td>Health Institutions, Systems and Policy</td>
<td>$2000 USD</td>
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<tr>
<td>Health Care Markets</td>
<td>$2000 USD</td>
</tr>
<tr>
<td>2 HSM Elective courses - $2000 USD each</td>
<td>$4000 USD</td>
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Total costs for the HSM Certificate $8000 USD

- There are no tuition charges for HLTHMGMT 705-709 - The Fundamentals of HSM: A Global Perspective or for HLTHMGMT 897E - The HSM Project Course.
- Charges are applied at the time of course registration.
- HSM tuition fees are not eligible for coverage by federal student loans.
- Students are responsible for the cost of HSM course materials (including course packs and text books) and any expenses incurred in pursuit of HSM coursework (i.e. travel, lodging, parking, meals).
- Enrollment in the HSM Certificate Program does not postpone a student’s responsibility for loan repayment which begins after graduation for the Duke MBA degree program.

Course Costs:

- All course tuition charges are due and payable at the times specified by the university and are subject to change without notice. Students are required to pay all HSM charges posted to their
ACES account. A late payment fee will be assessed for all charges not paid in full by the late payment date.

- If you have an outstanding balance, you will not be allowed to register for additional courses.
- After the beginning of a class/term, HSM tuition refunds will not be made.
- Should a student choose to withdraw from an HSM course, he/she must inform program staff in writing.

100% refund if dropped before classes begin. No refunds given on or after the first day of classes. The $2000 charge will occur as soon as the course registration has been completed.

HLTHMGMT 711E – Health Care Markets - $2000 USD
100% refund if dropped before classes begin. No refunds given on or after the first day of classes. The $2000 charge will occur as soon as the course registration has been completed.

HSM Elective courses (2 are required for the Certificate) - $2000 USD per course
The $2000 charge will occur as soon as the course registration has been completed. No refunds given on or after the first day of classes.

Please contact Cindy Seymour, Assistant Director for the Executive Health Sector Management Program to obtain additional information. (919) 660-7895 or email cynthia.seymour@duke.edu