



## **The Fuqua School of Business Duke University**

### **Health Sector Management Alumni Certificate Program**

#### **Background**

We are pleased to offer Fuqua alumni an opportunity to complete the Health Sector Management Certificate Program. Additions to the HSM curriculum now allow distance delivery options providing easier access to our lifelong learning programs. The HSM Alumni Certificate curriculum is delivered within the context of the daytime and EMBA HSM formats and consists of four required courses as outlined below. Courses are offered in both a traditional residency format--for those living locally or wishing for more face-to-face interaction with students and faculty--and a distance only format which provides more flexibility for out-of-state and international alumni. This flexibility allows you to customize your course of study to accommodate scheduling and travel constraints, while enabling you to meet personal career development and networking objectives.

The next opportunity to being the program will be in October 2009.

#### **Program Fit**

The HSM Certificate Program is intended to serve a wide range of health care professionals from physicians and other clinicians with management responsibilities to managers and executives in the pharmaceutical, biotechnology, medical device, provider, payor and supporting industries. The curriculum is designed to address the challenges of managing the "business of health care."

The program is also appropriate for individuals looking to transition into the health care sector from other industries, or who wish to better understand the issues facing their clients and stakeholders.

#### **Eligibility**

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

Acceptance into the program is subject to space availability and permission of the HSM Director.

### **HSM Class Composition and Network**

Alumni will attend class, either in person or virtually, with HSM Weekend, Global Executive and Cross Continent students as well as Fuqua alumni from all MBA programs. HSM program staff will augment the classroom experience by communicating opportunities for alumni to participate in HSM networking events, industry conferences, guest speaker opportunities and other relevant activities. As such, alumni can expect to broaden both their personal and professional networks.

### **Tuition**

The alumni tuition rate for HSM courses offered during the 2009-10 academic year is \$2,000 per course. Provided tuition remains the same, the cost of the (four-course) certificate would be \$8,000, or \$2,000 per course plus hotel, food, and transportation.

Your tuition statements will sync with your course registration. You will be billed as each course is added to your account. You are responsible for directly paying the Bursar's Office for all tuition charges. If you have an outstanding balance, you will not be allowed to register for additional courses. You are also responsible for any late fees that are incurred.

Alumni choosing to take in-residence courses must manage their own hotel accommodations. Tuition rates are subject to periodic increases and may increase for courses taught in the 2010-11 academic year.

### **Program Requirements**

Alumni must complete the following to earn the HSM certificate:

- **Fundamentals of Health Sector Management**
- **Economics and Strategy of Health Sector Management**
- **Two elective courses**

### **Core Courses**

#### **225-229. Fundamentals of Health Sector Management**

Covers the basics of health sector management and introduces management challenges in the global health sector, including creating, delivering, and consuming healthcare goods and services. Sessions will cover trends in strategy and policy in developed and emerging markets. The course will be delivered in real time "webinars" using Centra technology. Classes will include a series of virtual lectures and speaker presentations with facilitated discussion. Course requirements include webinars, experience papers,

board discussions and a term paper. Seminars will be held from 8:00am - 9:00am EST on October 11<sup>th</sup>, December 13<sup>th</sup>, March 28<sup>th</sup> May 30<sup>th</sup> and August 29<sup>th</sup>.

### **326. Economics and Strategy of Health Sector Management**

Successful management in the dynamic health sector requires an understanding of how changes affect payers, providers, manufacturers, and regulators. Furthermore, managers need tools from strategy and economics to manage that change. The class will discuss 12 modules distributed across payers, providers, device manufacturers, and biopharmaceutical companies. The class will also examine health systems outside the US and draw lessons for health system change.

### **Elective Courses (Two are required) Choose between:**

#### **491. Special Topics - Biotechnology: Mgmt of Drug Discovery**

Biotechnology has raised profound business and ethical questions since the inception of the field. The focus of this course will be to bring you through an overview of this industry from many different perspectives: scientific, clinical, legal, financial, and ethical.

#### **409. Economics and Management of the Pharmaceutical Industry.**

Pharmaceutical firms are under pressure to fill their pipelines, produce safe products, increase revenue, extend product life, and limit grey and black market sales. Now more than ever managers need tools of strategy to manage effectively. The course begins with an introduction to the pharmaceutical R&D process. We next examine key aspects of the pharmaceutical commercialization process, including pricing, reimbursement, promotion, differences among market segments, and competition between generics and proprietary products. We conclude by considering the management of inter-firm relationships such as pharmaceutical alliances and acquisitions. Throughout the course, we will consider the industry's strategic responses to managed care, global competitiveness, proposed regulatory reforms, and increasing government cost containment policies in the U.S. and abroad. Grading will be based on discussion (on Centra and the bulletin board) and a term paper applying strategy to a health sector topic of your choice.

#### **408. Management of Health Systems and Policy.**

*Very limited spaces available for EMBA students.* 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 health care 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. Each student must attend the Week-in-Washington, D.C. conference 1/3 - 1/8/2010.

### **327. Medical Device Commercialization.**

Managing the commercialization process of life science innovations with a focus on medical device. Business development of the basic components of unmet need analysis, finance, strategy, market modeling, valuation and navigation strategies of the regulatory and reimbursement process in the backdrop of competition, regulation, and profitability at various milestone stages of company growth in an international marketplace. Analyze and challenge business models from the perspectives of entrepreneurship, corporate management, investor finance consultancy and innovation development with a return to investors and society.

### **Law 347. Health Care Law and Policy**

This course is built upon a very basic premise: health lawyers and policymakers cannot succeed without understanding how healthcare markets and business actors behave, and entrepreneurs cannot succeed in the health care sector without understanding the legal and regulatory framework that surrounds the industry. This course is designed for both law students and MBA students (though all graduate students are welcome to participate) 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.

### **491. Special Topics - Health Care Marketing**

This course addresses how standard marketing techniques do and do not apply within the health sector. Topics covered include unique characteristics of health care decision making, (e.g., ethical considerations and public-policy scrutiny, presence of multiple decision makers, often with competing interests, wide variation in levels of end-user knowledge, rapidly-changing technological environments); implications of these environmental characteristics for marketing analysis, tactics, and strategy; and the difficulty of implementing consumer advocacy given the features of health care decision making. Implications for marketing tactics (e.g., product/service design, pricing, and promotion) will also be explored. Finally, the class will explore marketing strategy within health sector environments (e.g., branding, implementing marketing metrics, and ethical constraints on marketing action). Health care marketing is addressed through use of applied work within the topic area of healthcare marketing but also by leveraging students' experiences in this sector.

### **491. Special Topics - Provider Strategy**

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%)

### **325. Health Care in the 21st Century**

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. The course analyzes the health care industry from a historical perspective to understand how it has evolved to its current state and to predict how it is likely to change during the next century. Past global topics have included: Comparative Health Care Systems; Global Climate Change: Potential Implications for Human Health; Challenges of Coordinating Global Commercial Issues in Development & Launch of Innovative New Products. This class includes Daytime and EMBA HSM students. Assignments include a team project and presentation, an exam and final paper.

#### **Grading**

Alumni enrolled in the program will be subject to the same assignments as the Weekend Executive, Global Executive and Cross Continent students, but grading will be on a credit/no credit basis. Students must earn at least a “P” or 3.0 to receive credit. Grades received in the HSM Alumni Certificate Program will not impact the original Fuqua GPA. Because alumni are considered full participants in the courses, they may be assigned to teams for certain assignments. While circumstances arise that may cause a withdrawal from a course, doing so jeopardizes the performance of other team members. A withdrawal for any non-emergent reason may prevent future registration in HSM courses. Auditing of HSM courses is not permitted.

#### **Application Deadline**

In order to enroll in the Certificate Program for coursework beginning in the 2009 academic year, we must have your Fuqua Alumni Registration Application by September 15, 2009.

#### **Next Steps**

· Please review our website:

[http://www.fuqua.duke.edu/programs/duke\\_mba/health\\_sector\\_management/alumni/](http://www.fuqua.duke.edu/programs/duke_mba/health_sector_management/alumni/) to learn more about the Health Sector Management Program at Fuqua.

· Please review the 2009-2010 course schedule on page 5 to determine a tentative schedule that accommodates your calendar and travel constraints. You may contact Cindy Seymour, Assistant Director, if you have questions regarding scheduling or you would like to make application to the program and request a Fuqua Alumni Registration Application. Cindy may be reached at [chs15@duke.edu](mailto:chs15@duke.edu) or by phone at 919-660-7895.

· To be considered for the HSM Certificate program, you are asked to respond to the question below, complete the Fuqua Alumni Registration Application and

provide a current copy of your resume.

*Write a statement describing any experience(s) you have related to the health sector and why you would like to enroll in the program. Please explain what you hope to professionally gain from the HSM Certificate program as well as any contributions you would make to the class.*

Please submit your statement to Cindy Seymour at [chs15@duke.edu](mailto:chs15@duke.edu) along with the completed Registration application and a current copy of your resume. Your application will be reviewed and you will be notified by September 30, 2009.

## Health Sector Management 2009 - 2010 Course Options for Alumni

Course	Delivery Format	
	In-Class	Distance
<b>Required</b>		
Fundamentals in HSM		10/11, 12/13, 3/28, 5/30, 8/29*
Economics & Strategy of HSM	8/6 - 10/9/2010**	3/2010 - 5/2010
<b>Electives</b>	<b>In-Class</b>	<b>Distance</b>
Biotechnology		9/8 - 10/21/2009
Economics and Mgmt of the Pharma Industry		10/29 - 12/16/2009
Health Policy Mgmt	One week residency in DC is required 1/3 - 1/8	1/3 - 3/6/2010
Medical Device Commercialization		1/21 - 3/6/2010
Health Law & Policy		1/13 - 5/7/2010
Health Care Marketing	5/21 - 7/24/2010**	5/21 - 7/24/2010
Provider Strategy	5/21 - 7/24/2010**	5/21 - 7/24/2010
Health Care in the 21st Century	7/26 - 7/30/2010	Paper and Online exam due by Sept 7th

Notes:

\* The 5 webinars will each be held from 8:00am - 9:00am EST

\*\*Classes offered in the WEMBA (Weekend) format meet every other weekend on Fridays and Saturdays. For weekend class dates meeting times in the 2009 summer sessions 1 and 2, please see:

[http://www.fuqua.duke.edu/programs/duke\\_mba/weekend\\_executive/we\\_academic\\_calendar10/](http://www.fuqua.duke.edu/programs/duke_mba/weekend_executive/we_academic_calendar10/)