HEALTH CARE MANAGEMENT
(HCMG)

HCMG 1010 Health Care Systems
This introductory course takes a policy and politics angle to health care's three persistent issues - access, cost and quality. The roles of patients, physicians, hospitals, insurers, and pharmaceutical companies will be established. The interaction between the government and these different groups will also be covered. Current national health care policy initiatives and the interests of class members will steer the specific topics covered in the course. The course aims to provide skills for critical and analytical thought about the U.S. health care system and the people in it. No pass/fail. Grade only.
Fall or Spring
1 Course Unit

HCMG 2020 The Economics and Financing of Health Care Delivery
The course provides an application of economic models to demand, supply, and their interaction in the medical economy. Influences on demand, especially health status, insurance coverage, and income will be analyzed. Physician decisions on the pricing and form of their own services, and on the advice they offer about other services, will be considered. Competition in medical care markets, especially for hospital services, will be studied. Special emphasis will be placed on government as demander of medical care services. Changes in Medicare and regulation of managed care are among the public policy issues to be addressed. Prerequisite: If course requirement not met, permission of instructor required.
Fall or Spring
Also Offered As: ECON 0390, ECON 0630
Prerequisite: ECON 0100 OR ECON 0110
1 Course Unit

HCMG 2030 Clinical Issues in Health Care Management: Doctors, Patients and Managers in Modern Society
This course will explore the effects of the changing health care environment on the physician, patient and health care manager. It is intended for any undergraduate with an interest in how 1/6th of the American economy is organized as well as those planning careers as health care providers and managers. The course complements other health care courses (that take a societal perspective) by focusing on the individuals who participate in the health care enterprise. There are no prerequisites, as the course will stand on its own content. The course will be divided into modules that focus on the participants of the health care process and the process itself. We will analyze the patient, the doctor, and manager in light of the patient-doctor interaction, the turbulent health care marketplace, expensive new technologies, resource allocation, and ethics.
Spring
1 Course Unit

HCMG 2040 Comparative Health Care Systems
This course examines the structure of health care systems in different countries, focusing on financing, reimbursement, delivery systems and adoption of new technologies. We study the relative roles of private sector and public sector insurance and providers, and the effect of system design on cost, quality, efficiency and equity of medical services. Some issues we address are normative: Which systems and which public/private sector mixes are better at achieving efficiency and equity? Other issues are positive: How do these different systems deal with tough choices, such as decisions about new technologies? Our main focus is on the systems in four large, prototypical OECD countries--Germany, Canada, Japan, and the United Kingdom--and then look at other countries with interesting systems- including Italy, Chile, Singapore, Brazil, China and India. We draw lessons for the U.S. from foreign experience and vice versa.
Spring
Mutually Exclusive: HCMG 8590
1 Course Unit

HCMG 2130 Health Care Strategy and Management: the Business of Health Care
This course presents an overview of the business of health and how a variety of health care organizations have gained, sustained, and lost competitive advantage amidst intense competition, widespread regulation, high interdependence, and massive technological, economic, social and political changes. Specifically, we evaluate the challenges facing health care organizations using competitive analysis, identify their past responses, and explore the current strategies they are using to manage these challenges (and emerging ones) more effectively. Students will develop generalized skills in competitive analysis and the ability to apply those skills in the specialized analysis of opportunities in producer (e.g. biopharmaceutical, medical product, information technology), purchaser (e.g. insurance), and provider (e.g. hospitals, nursing homes, physician) organizations and industry sectors. The course is organized around a number of readings, cases, presentations, and a required project.
Fall
Prerequisite: HCMG 1010
1 Course Unit

HCMG 2150 Management and Economics of Pharmaceutical and Biotech Industries
This course provides an overview of the management, economic and policy issues facing the pharmaceutical and biotechnology industries. The course perspective is global, but with emphasis on the U.S. as the largest and most profitable market. Critical issues we will examine include: R&D intensive cost structure and rapid technological change; biotech startups and alliances with the pharma industry; pricing and promotion in a complex global marketplace where customers include governments and insurers, as well as physicians, pharmacists and consumers. We use Wharton and industry experts from various disciplines to address these issues.
Spring
Prerequisite: HCMG 1010 OR ECON 0100 OR ECON 0110
1 Course Unit
HCMG 2160 Health Insurance and Health Care Strategy
This course combines the insights of health economics with a strategic perspective on the business of health. The first section will consider the costs and benefits of medical interventions, while the second considers insurance theory and places special emphasis on the challenges facing firms in the face of the rising costs of health benefits as well as opportunities for private insurers operating in publicly financed markets. The third section will analyze strategies of vertical and horizontal integration and their effect on the balance of power in local healthcare markets. Finally, the course will cover the effects of reform on firm incentives. The course will be taught using a mix of lectures and cases.
Spring
1 Course Unit

HCMG 2500 Health Care Reform and the Future of the American Health Care System
This course provides students with a rigorous understanding of the current American health care system and how it is likely to evolve over the next decade. The course will focus on six topics: 1) the development of the current health care system; 2) challenges of health care costs, quality, and access; 3) lessons of previous attempts to reform the system including the Affordable Care Act (ACA); 4) analysis of current policies regarding provider payment, technology, and electronic health records and how various sectors (e.g. public health and hospitals) are evolving in the current system; 5) drug pricing and potential strategies for reform, and 6) future megatrends in American health care system. Throughout the course, lessons will integrate basic health economics, history, health policy, and politics to elucidate key principles for understanding the health care system. The course will also examine at least one other country’s health system for comparison. The course will end with a consideration of the long-term outlook for the structure of the US health system and potential reform. Numerous expert guest speakers will give their perspectives throughout the semester.
Fall
1 Course Unit

HCMG 3020 Economics and Financing of Health Care Delivery
This course provides an application of economic principles to the health care sector. By recognizing the importance of scarcity and incentives, this course will focus on the critical economic issues in producing, delivering, and financing health care. In particular, the course will analyze determinants of demand for medical care, such as health status, insurance coverage, and income; the unique role of physicians in guiding and shaping the allocation of resources in medical care markets; and competition in medical care markets, especially among hospitals. Special emphasis will be placed on the evaluation of policy instruments such as government regulation, antitrust laws, and public health programs. Knowledge of calculus and basic microeconomics is highly recommended. Students who take HCMG 3220 may not also take HCMG 3520 for further credit.
Fall
Prerequisites: Knowledge of calculus and basic microeconomics is recommended.
1 Course Unit

HCMG 3220 The Health Care Ecosystem: Evolution, Structure and Current Issues
This course provides an application of economic principles to the health care ecosystem, focusing primarily on the US health care sector. By recognizing the importance of scarcity and incentives, this course will focus on the critical economic issues in producing, financing, and delivering efficient and equitable health care. In particular, the course will discuss the tension between cost, access and quality of care; analyze the determinants of demand for medical care; discuss the role of health insurance and the complexities it brings; study the unique role of physicians in guiding and shaping the allocation of resources in medical care markets; and analyze competition in medical care markets, especially among hospitals. Special emphasis will be placed on the evaluation of policy instruments such as government regulation, antitrust laws, and public health programs. Knowledge of calculus and basic microeconomics is highly recommended. Students who take HCMG 3220 may not also take HCMG 3520 for further credit.
1 Course Unit

HCMG 3520 Health Services Delivery: A Managerial Economic Approach
The purpose of this course is to apply economics to an analysis of the health care industry, with special emphasis on the unique characteristics of the US healthcare markets, from pre-hospital to post-acute care. This course focuses on salient economic features of health care delivery, including: the role of nonprofit providers, the effects of regulation and antitrust activity on hospitals, the degree of input substitutability within hospitals, the nature of competition in home health care, public versus private provision of emergency medical services, the effect of specialty hospitals and ambulatory surgery centers, the economics of direct-to-consumer advertising and its effect on drug safety, defining and improving medical performance in hospitals, specialization and investment in physical and human capital, and shifting of services between inpatient and outpatient settings and its effect on health care costs and quality.
Spring
Mutually Exclusive: HCMG 8520
1 Course Unit

HCMG 3570 Healthcare Data and Analytics
In healthcare or anywhere else across science, or business, or sports, the importance of data and analytics is virtually unquestioned. That, however, does not mean that it needs no elucidation. In this course, we begin with a fundamental understanding of the state of data and analytics in healthcare and then move onto examples of its use in converting from business questions to implemented solutions. We "sidestep" into the world of algorithms/machine-learning/Al and causal inference, but our focus is on business applications of these tools to the available data in the healthcare industry. As we discuss examples, we always seek to show how human creativity needs to be at the heart of the questions being probed. We highlight today's data universe in healthcare, the level of integration we have achieved, and the immensity of the remaining task, all with an eye to the business opportunities that exist now. We end with a showcasing of the art of the possible - in 2020 - and with (hopefully) a clear look ahead at what remains to be achieved. At the end of this course, students will: 1. Know the health care data landscape; 2. Understand the "loop" that drives modern evidence-based businesses; 3. Dive into real health care data analytics problems, developing a first-hand familiarity with basic tools and concepts; 4. Anticipate the business opportunities evolving in health care data and analytics.
Fall
Mutually Exclusive: HCMG 8570
Prerequisite: STAT 1010
0.5-1 Course Unit
HCMG 3910 Health Care Entrepreneurship
Delivering basic health care advances worldwide and continuing to increase lifespan and quality (in an affordable manner) represent some of the major societal challenges of our time. Addressing these challenges will require innovation in both medical technology and the ways in which health services are delivered. Through readings, cases, guest lectures, and your own entrepreneurial work outside of class, we will examine the environment facing prospective health care entrepreneurs: (1) sources of health care innovation; (2) the many "customers" in health care: patients, doctors, hospitals, insurers, and regulators; (3) the powerful established firms with developed clinical and sales expertise; (4) the investing community. Along the way we will develop a framework for thinking about what is different (and what is not) about the challenges of health care entrepreneurship.
Fall
1 Course Unit

HCMG 6530 Health Care Management Field Application Project
This course focuses on leadership and management issues in health care organizations while providing students with a practice setting to examine and develop their own management skills. Each team acts as a consultant to a healthcare organization which has submitted a project proposal to the course. The teams define the issue and negotiate a contract with the client organization. By the end of the semester, teams present assessments and recommendations for action to their clients and share their experience and key lessons learned in a final presentation to their classmates.
Spring
Prerequisite: HCMG 8410
1 Course Unit

HCMG 8410 Introduction to Health Management and Economics
This course provides an introduction to the field of health care economics and management. Using an economic approach, the course will provide an overview of the evolution, structure and current issues in the health care ecosystem. It examines the unique features of health care services, products and markets, with a specific focus on the changing relationships between patients, physicians, hospitals, insurers, employers, communities, and government. In particular, the course focuses on three broad segments of the health care industry: payors, providers, and producers. NOTE: This is a required course for Wharton Graduate Health Care Management majors; it counts as an elective course for all other Wharton Graduate students. It is also open to Law School and Nursing School students with a joint Wharton Program.
Fall
0.5-1 Course Unit

HCMG 8450 US Payer and Provider Strategy
This course, co-taught with Brad Fluegel (former Chief Strategy Officer at Aetna, Anthem, and Walgreens and presently on the boards of several health care firms, including Fitbit and Premera Blue Cross), provides an overview of the challenges facing payers and providers in US healthcare as well as the strategies they use (or should use) to succeed. We cover all major aspects of the healthcare sector as seen from the perspective of payers and providers, starting from their core products and services (consumer preferences and health plan design, provider quality), the market environment they operate in (regulation and the role of public insurers, payment reforms, rising costs, and consolidation), and their strategic and operational responses (new organization models, mergers and acquisitions, and new ventures). The pedagogy is accordingly a mix of faculty lectures and talks by senior industry leaders to balance theory and practice.
Spring
0.5-1 Course Unit

HCMG 8490 Financial Management of Health Institutions
This course focuses on health care organizations' financing and financial decisions in the changing health care landscape. The course involves case analyses and lectures, including presentations by practitioners with extensive real-world experience. Students seeking careers in health care with minimal finance background will obtain a solid introduction to key areas of health care finance and financial decision making. Students with more background will extend and enhance their analytical skills in a variety of important areas.
Fall
Prerequisite: FNCE 6110 OR FNCE 6140
1 Course Unit

HCMG 8500 Health Care Reform and the Future of the American Health Care System
This course provides students with a rigorous understanding of the current American health care system and how it is likely to evolve over the next decade. The course will focus on six topics: 1) the development of the current health care system; 2) challenges of health care costs, quality, and access; 3) lessons of previous attempts to reform the system including the Affordable Care Act (ACA); 4) analysis of current policies regarding provider payment, technology, and electronic health records and how various sectors (e.g. public health and hospitals) are evolving in the current system; 5) drug pricing and potential strategies for reform, and 6) future megatrends in American health care system. Throughout the course, lessons will integrate basic health economics, history, health policy, and politics to elucidate key principles for understanding the health care system. The course will also examine at least one other country's health system for comparison. The course will end with a consideration of the long-term outlook for the structure of the US health system and potential reform. Numerous expert guest speakers will give their perspectives throughout the semester.
Fall
Also Offered As: BIOE 5750
0.5,1 Course Unit
HCMG 8520 Health Services Delivery: A Managerial Economic Approach
The purpose of this course is to apply economics to an analysis of the health care industry, with special emphasis on the unique characteristics of the US healthcare markets, from pre-hospital to post-acute care. This course focuses on salient economic features of health care delivery, including: the role of nonprofit providers, the effects of regulation and antitrust activity on hospitals, the degree of input substitutability within hospitals, the nature of competition in home health care, public versus private provision of emergency medical services, the effect of specialty hospitals and ambulatory surgery centers, defining and improving medical performance in hospitals, specialization and investment in physical and human capital, shifting of services between inpatient and outpatient settings and its effect on health care costs and quality, and innovation in primary care from retail clinics to patient-centered medical homes and retainer-based medicine.

Spring
Mutually Exclusive: HCMG 3520
0.5-1 Course Unit

HCMG 8530 Management and Strategy in Medical Devices and Technology
Successful medical devices are an amalgamation of creative and innovative thinking, clinical expertise, and engineering know-how that endures intense regulatory and reimbursement scrutiny. This course will provide a foundation for understanding the nuances of the medical device industry. It will cover topics ranging from device design and discovery, regulatory issues, marketing, reimbursement, management, and strategy. Classroom activities will be supplemented with optional tours of hospitals, research and manufacturing facilities, and hands-on demonstrations of devices. Though the course is intended primarily for MBA students, it will be open to medical and engineering students as well as to hospital house staff.

Fall
1 Course Unit

HCMG 8550 Management of Health Care for the Elderly
This mini course is designed to provide students with an appreciation of the good, the bad and the ugly of how our current health care system cares for one of our nation's most precious resources - our seniors! This course will review care provided to seniors within a variety of institutional settings (hospitals, nursing facilities, various senior housing levels) as well as outpatient and home care services. Special attention will be paid to nursing homes and senior housing options and their past, present and future role within the overall health care system in the United States. The course will start with an overview of the senior population with special attention to their health and social needs. Several classes will be held off campus at selected nursing facilities and senior housing complexes. In addition, a broad range of special programs and services will be reviewed such as sub-acute care, long term care insurance, Medicare Risk Programs, elderly housing, adult day care, managed care, Medicare Part D, case management, hospice and other recent developments. Throughout the course, emphasis will be placed on entrepreneurial opportunities to serve the senior market at all levels. Students are required to produce a paper for this course that focuses on a specific area impacting the senior market. This is a wonderful opportunity for students to select an area of personal interest and conduct an in depth review of that area including making direct contact with national experts within the topic selected. All student topics must be approved during the first two weeks of class and the depth of research required agreed upon by the by the student and the instructor. Interested students not in the HCMG major are urged to speak to the instructor before enrolling in the course.

Fall
0.5 Course Units

HCMG 8570 Healthcare Data and Analytics
In healthcare or anywhere else across science, or business, or sports, the importance of data and analytics is virtually unquestioned. That, however, does not mean that it needs no elucidation. In this course, we begin with a fundamental understanding of the state of data and analytics in healthcare and then move onto examples of its use in converting from business questions to implemented solutions. We “sidestep” into the world of algorithms/machine-learning/AI and causal inference, but our focus is on business applications of these tools to the available data in the healthcare industry. As we discuss examples, we always seek to show how human creativity needs to be at the heart of the questions being probed. We highlight today’s data universe in healthcare, the level of integration we have achieved, and the immensity of the remaining task, all with an eye to the business opportunities that exist now. We end with a showcasing of the art of the possible - in 2020 - and with (hopefully) a clear look ahead at what remains to be achieved. At the end of this course, students will: 1. Know the health care data landscape; 2. Understand the “loop” that drives modern evidence-based businesses; 3. Dive into real health care data analytics problems, developing a first-hand familiarity with basic tools and concepts; 4. Anticipate the business opportunities evolving in health care data and analytics. Experience in data science if prerequisite not met.

Fall
Mutually Exclusive: HCMG 3570
Prerequisite: STAT 6130 OR STAT 6210
0.5-1 Course Unit

HCMG 8590 Comparative Health Care Systems
This course examines the structure of health care systems in different countries, focusing on financing, reimbursement, delivery systems and adoption of new technologies. We study the relative roles of private sector and public sector insurance and providers, and the effect of system design on cost, quality, efficiency and equity of medical services. Some issues we address are normative: Which systems and which public/private sector mixes are better at achieving efficiency and equity? Other issues are positive: How do these different systems deal with the tough choices, such as decisions about new technologies? Our focus first on the systems in four large, prototypical OECD countries-Germany, Canada, Japan, and the United Kingdom -and then look at other developed and emerging countries with interesting systems - including Italy, Chile, Singapore, Brazil, China and India. We will draw lessons for the U.S. from foreign experience and vice versa.

Spring
Mutually Exclusive: HCMG 2040
1 Course Unit
HCMG 8600 Leading Health Care Organizations
This course aims to improve enrollees’ ability to effectively manage and lead health care organizations (HCOs, including hospitals, medical groups, insurers, biopharmaceutical firms, etc.). The course is designed to integrate previous course work in general management, health care, and health policy to further participants’ understanding of organizational, managerial, and strategic issues facing HCOs and the health care workforce. The course will provide participants with a foundation for developing, implementing, and analyzing efforts to improve HCOs’ performance. A major objective of the course is to sharpen the leadership, problem-solving, and presentation skills of those who aim to hold operational and strategic positions in health care organizations. Another objective is to introduce enrollees to leading HCOs. Through case studies, readings, in-class exercises and class discussions, participants will learn analytic frameworks, concepts, tools and skills necessary for leading and managing organizational learning, quality improvement, innovation, and overall performance in HCOs.
Spring
0.5-1 Course Unit

HCMG 8630 Management and Economics of Pharmaceutical and Biotech Industries
This course provides an overview of the management, economic and policy issues facing the pharmaceutical and biotechnology industries. The course perspective is global, but with emphasis on the U.S. as the largest and most profitable market. Critical issues we will examine include: R&D intensive cost structure with regulation and rapid technological change; strategic challenges of biotech startups; pricing and promotion in a complex global marketplace where customers include governments and insurers, as well as physicians and consumers; intense and evolving M&A, joint ventures, and complex alliances; government regulation of all aspects of business including market access, pricing, promotion, and manufacturing. We use Wharton and industry experts from various disciplines to address these issues.
Spring
1 Course Unit

HCMG 8660 E-Health: Business Models and Impact
Healthcare is in the early stages of extraordinary change in the business model of care delivery and financing. This transformation will lead to a system based on the proactive management of health, integration of care across the continuum, blurred boundaries between care providers and purchasers and the placement of the consumer at the center. As has been the case in other industries, this new business model will be based on a foundation of diverse, potent, and well implemented information technology. This course will help prepare students to lead a digital health future. Specifically, the course will cover three major areas. (1) The context of health care information technology: the size, composition and evolution of the digital health market; federal government agencies, and related regulations, that shape the market; leadership roles and factors that enable healthcare organizations to effectively implement and leverage information technology. (2) Emerging technologies that will fuel the transformation of healthcare: artificial intelligence and advanced analytics; interoperability; telehealth; consumer-directed digital health; use of behavioral economics to influence patient and provider decisions. (3) Digital health use by specific sectors of the healthcare industry: healthcare providers; health plans; retail-based primary care; life sciences; wellness and chronic disease management. The course will include lectures from industry leaders who will share their ideas and experiences.
Spring
0.5 Course Units

HCMG 8670 Health Care Entrepreneurship
The course focuses on the creation, funding, and management of digital health, biotech, medtech, and other health services enterprises. The course is designed to supplement other offerings in the Health Care Systems and Management Departments for those students with entrepreneurial interest in such ventures, and will focus on special issues surrounding the conceptualization, planning, diligence, and capitalization of these ventures and also includes management and compensation practices. In addition, course offers methods for self-assessment & development of business models and plans, techniques for technology assessment and strategy, develops foundation for capitalization and partnering strategies, and creates a basis for best practices in company launch and plan execution. Students must apply to take this course. Please see the Health Care Management Department for the application.
Spring
0.5 Course Units

HCMG 8680 Private Sector Role in Global Health
Issues surrounding global health have captured the attention of the public sector and foundations for many decades. Many of their initiatives are realizing progress on the health-related Millennium Development Goals. The private sector has been less engaged in global health, but has a significant role to play in providing resources and in building infrastructure, human resource capacity and sustainability. This course explores entrepreneurial and other private sector solutions for health services and access to medicines and technologies in the developing world and other underserved areas. The course also encompasses study of creative programs to engage the private sector in development of vaccines and medicines for tropical and neglected diseases. Furthermore, the course addresses novel care systems and therapeutic strategies for the rapidly growing burden of chronic, non-communicable diseases in the developing world. In short, the course builds on the content of conventional global health courses from a managerial and entrepreneurial perspective. Learning is driven through readings, class discussion and a series of guest speakers representing a wide range of global health issues. Evaluation is largely based on a student group project.
Spring
0.5 Course Units

HCMG 8700 The Business of Behavioral Health
This half-credit course will provide an overview of the behavioral health care landscape. There are three modules: (1) delivery, e.g., deinstitutionalization, the provider shortage, collaborative care; (2) financing, e.g., managed care, the shift to value-based care; and (3) recent trends, e.g., digital health, venture capital. Each module will include a guest lecturer with industry expertise.
Fall
0.5 Course Units
HCMG 8900 Advanced Study Project: Management of Health Care Service Businesses
HCMG 8900-001: This course examines issues related to the Services Sector of the health care industry. For those interested in management, investing, or banking in the health care industry, the services sector will likely be the largest and most dynamic sector within all of health care. We will study key management issues related to a number of different health care services businesses with a focus on common challenges related to reimbursement, regulatory, margin, growth, and competitive issues. We will look at a number of different businesses and subsectors that may have been unfamiliar to students prior to taking the course. We will make extensive use of outside speakers, many of whom are true industry leaders within different sectors of the health care services industry. Speakers will address the current management issues they face in running their businesses as well as discuss the career decisions and leadership styles that enable them to reach the top of their profession. Students will be asked to develop a plan to both buy out and manage a specific health care services business of their choosing and will present their final plans to a panel of leading Health Care Private Equity investors who will evaluate their analysis. Prerequisites: HCMG 8410. Health Care Management MBA majors only
Fall
Mutually Exclusive: WH 2170
1 Course Unit

HCMG 8980 Global Modular Course: Lessons from Israeli Innovation
Individuals, organizations and countries survive, adapt, improve, grow and sustain through innovation in many guises. Israel, in many ways a true entrepreneurial venture in its own right, has been investing in Research and development (as a % of GDP) more than any other nation on the globe. The Israeli eco-system supports the creation of hundreds of new startups every year, many of these companies play a significant role in shaping the worlds’ innovation landscape. Interestingly, Israel was the first country to mass-vaccinate with the Pfizer Covid19 vaccine and was first to initiate the use of the 3## booster shot. During this course participants will gain knowledge and insights into the attributes and drivers of the Israeli “startup nation” and garner lessons pertaining to the complex relationship between innovation, entrepreneurship and society as well as R&D policy and government incentives. This Global Module will incorporate class lectures, guest speakers and site visits, hosting world-class Israeli-related companies, entrepreneurs and investors. Some examples of guest speakers and companies hosted in previous years include Daniel Schreiber founder & CEO of Lemonade and Asaf Wand founder and CEO of Hippo both of which revolutionized the insurance industry, Micha Kaufman Founder & CEO of Fiver who created one of the world largest gig economy market places, Omer Keilaf Founder and CEO of Innoviz that is re-inventing the LIDAR, Jon Medved, CEO of OurCrowd one of the largest equity crowdfunding platform in the world, Michael Kagan, founder and CTO of Mellanox, acquired by Nvidia, Dov Moran the inventor of the disk-on-key as well as leading venture capital investors Erel Margalit from JVP, Gigi Levy from NFX and David (Dede) Goldschmidt from the Samsung Catalyst Fund. One of the striking attributes of the Israeli eco-system is the widespread presence of technology multinationals (MNCs). 370 MNC R&D centers in Israel employ 40% of the country’s R&D workforce. This has become one of the dominant forces shaping the future of Israel’s high-tech industry. Your module assignments will focus on a multinational that is operating in Israel and on Israeli companies that are potential targets for being acquired by a multinational.
0.5 Course Units

HCMG 8990 INDEPENDENT STUDY
Arranged with members of the Faculty of the Health Care Systems Department. For further information contact the Department office, Room 204, Colonial Penn Center, 3641 Locust Walk, 898-6861.
0.5-1 Course Unit

HCMG 9000 Proseminar in Health Economics: Models and Methods
This course is intended to provide entering doctoral students with information on the variety of health economics models, methods, topics, and publication outlets valued and used by faculty in the HCMG doctoral program and outside of it. The course has two main parts: the first, to acquaint students with theoretical modeling tools used frequently by health economists. This part of the course involves a number of lectures coupled with students’ presentations from the health economics, management and operations research community at Penn on a research method or strategy they have found helpful and they think is important for all doctoral students to know.
Fall or Spring
1 Course Unit

HCMG 9010 Proseminar in Health Economics: Health Econometrics
This course will cover empirical methods used in economics research with an emphasis on applications in health care and public economics. The methods covered include linear regression, matching, panel data models, instrumental variables, regression discontinuity, bunching, qualitative and limited dependent variable models, count data, quantile regressions, and duration models. The discussion will be a mix of theory and application, with emphasis on the latter. The readings consist of a blend of classic and recent methodological and empirical papers in economics. Course requirements include several problem sets, paper presentations, an econometric analysis project and a final exam. The course is open to doctoral students from departments other than Health Care Management with permission from the instructor.
Spring
1 Course Unit

HCMG 9020 Special Topics in Health Economics: The Industrial Organization of Health Care
This advanced PhD seminar will explore topics in the industrial organization of health care and structural econometric approaches in health economics. The focus in this course is the development of advanced econometric tools. The (tentative) topics covered include health insurance and hospital demand estimation, the analysis of hospital competition, insurer competition, quality competition, technology adoption, models of entry and exit and dynamic oligopoly games. The readings will focus on recent advances in economics. Students are required to present recent research from the field and write an empirical research paper that broadly based on the topics covered in the course. With the permission of the instructor, the seminar is open to doctoral students from departments other than Health Care Management.
Fall
1 Course Unit
HCMG 9030 Economics of Health Care and Policy
This course applies basic economic concepts to analyze the health care market and evaluate health policies. The course begins with a discussion of productivity in health care and of the theoretical and empirical effects of asymmetric information and market failure. The second part of the course explores several topic areas in the health care economics literature: health insurance and the labor market; health policy interventions; and health as human capital. The third part of the course examines competition and the behavior of health care providers, with emphasis on the impact of policy on competition, behavior, and finally, bringing us full circle, health care productivity.

Spring
1 Course Unit

HCMG 9040 Doctoral Seminar in Organizational Behavior and Theory in Health Care
This course introduces students to organizational behavior and theory (OBT) by examining key issues in OBT, different perspectives on key issues, and how OBT informs health services research and practice. This course examines "micro" theories (i.e., social psychological theories of organizational behavior) and "macro" theories (i.e., theories focused on the structural and environmental aspects of organizations). We will examine the strengths and weaknesses of various theories, how they can be used as a foundation for research, methods used to study them, and the implications for health policy and management. Examples of published health services research grounded in OBT will be discussed so that students become familiar with the theories-in-use and various publication outlets for health care management (HCM) research.

Fall
1 Course Unit