
Programs of Study



The Duke MBA - Daytime

The Duke MBA–Daytime program prepares individuals for leadership in challenging management careers. The program emphasizes the understanding and application of analytical tools and concepts drawn from a broad array of management fields of inquiry. Students are asked to provide structure for unstructured situations and to propose solutions to complex problems. By studying analytical tools, theories and examples, students learn to identify the common threads in seemingly different business situations and to grasp the essential nature of unfamiliar management problems.

The faculty uses a variety of teaching styles. In some courses, lectures are used; in others, the case method predominates. In still others, there is a mix of many styles, including role playing and student presentations. Depending on the course, the work done outside of class is likely to consist of: (1) reading texts or articles; (2) working problem sets; (3) researching and writing papers; and/or (4) preparing cases and discussing them in small study groups.

The school has made a deep commitment to the use of technology in business education. Students will be expected to master sophisticated and cutting edge computer technology including spreadsheets and statistical packages. A number of courses emphasize leadership and managerial skills. Therefore, the school is committed to improving the communication skills of its students.

The Fuqua School of Business is accredited by the American Assembly of Collegiate Schools of Business and is a member of the Graduate Management Admission Council.

CURRICULUM

The MBA degree requires four semesters, divided into a total of eight terms, of full-time academic work totaling at least 79 units of graduate course credit. Students who are proficient in a particular subject may be allowed to substitute advanced course work for one or more core courses. **All students must pay four semesters of full tuition.**

Modern management often requires analytical reasoning which focuses on precise statements of relationships between variables. In contemplating the future, concepts of probability become especially important. For these and other reasons much of the course work assumes a firm grasp of mathematical concepts. Applicants are strongly encouraged to come prepared with the necessary background. A working knowledge of calculus is essential. Evidence of this preparation is required for admission.

Integrative Leadership Experiences. The Integrative Leadership Experiences (ILEs) are designed to address areas of the curriculum that are difficult to present in a traditional classroom setting and are better addressed via nontraditional and multiple formats. The ILEs are organized to reflect the stages of a student’s development as he or she progresses through the program. The first ILE focuses on the three pillars of Fuqua’s culture: team, leadership and ethics. The second ILE involves an experience-based series of activities that build upon the leadership themes that are developed during the first year at Fuqua. The Integrative Leadership Experiences form one of the most exciting and innovative components of Fuqua’s curriculum.

THE FIRST YEAR

Course work in the first year is designed to provide the basic knowledge and tools of analysis for the operation of business organizations and to introduce the student to the functional areas of the firm. The first-year program includes:

TYPICAL FIRST-YEAR SCHEDULE

SEMESTER 1

ILE 1: Team Building and Leadership Development

Term I

Managerial Economics
Probability and Statistics
Managerial Effectiveness
Computer Skills

Term II

Financial Accounting
Global Financial Management
Marketing Management
Informing and Influencing Business Audiences

SEMESTER 2

Term III

Decision Models
Managerial Accounting
Operations Management

Term IV

Global Economic Environment of the Firm (may be taken in the second year)
Foundations of Strategy
Choice of Electives

THE SECOND YEAR

During the second year of the program, students may choose from a wide variety of electives. The school does not require formal concentrations, and students are free to choose electives that focus on a particular functional area or that emphasize the breadth of general management skills. The program's flexibility allows students to tailor the curriculum to meet their individual educational and career goals.

Students must take a minimum of 11 electives during the second year. The typical course load in the second year is three courses per term. Combining these second-year electives with the electives taken in the first year, each student normally takes thirteen or fourteen elective courses.

Also attractive to students is the opportunity to take up to four approved courses in other schools or departments at Duke University, such as the School of Law, the Nicholas School of the Environment, the Sanford Institute of Public Policy and the Department of Economics of the Graduate School. With approval, two of the four outside courses may be at the undergraduate level, for example, an undergraduate foreign language course. This option is not available to joint-degree students who already take a substantial number of non-Fuqua classes.

MBA with a Health Sector Management Certificate

The Health Sector Management Concentration:

- Immerses students in leading-edge health care education integrated with The Fuqua School of Business's Daytime MBA core curriculum.

- Delivers industry specific business curricula from various perspectives in the health sector.
- Provides in-depth fundamental knowledge of the structure and underpinnings of the industry, while providing exploration of specific health care topics to meet individual interest areas.
- Prepares students to enter into various sectors of the health care industry as principled leaders, including: pharmaceutical and device companies, consulting, banking, venture capital, entrepreneurship, bioinformatics, and health care systems and insurance agencies.

The Health Sector Management Concentration Requirements

Students must complete all MBA course requirements at Fuqua as well as the three required courses and two additional electives from the list below. Satisfactory completion of the HSM courses, specified below, is required to receive a certificate in the Health Sector Management concentration.*

The required courses are:	Credits
Health Care in the 21st Century	3
Seminars in Health Care	2
Economics and Strategy of Health Sector Management	3
Select any two from the following list:	
Management of Health Systems and Policy	3
Economics and Management of the Pharmaceutical Industry	3
Biotechnology: Managing Drug Discovery	3
Leading Medical Device Innovation to Market	3
Health Care Marketing	3
Health Care Law and Policy	3
**Marketing Practicum	6
**Strategic Planning Practicum	6
**Mentored Study in Entrepreneurship	6
**Small Business Consulting	3
Global Health	3
Invention to Application	4
** Duke New Ventures Clinic	6

Required Core Courses

- **Health Care in the 21st Century** This course introduces HSM students to the interlocking segments of the industry (e.g., doctors, hospitals, HMOs/PPOs, insurers, consultants, pharmaceuticals, and medical devices), their current status, and how they are changing. It analyzes the health care industry from a historical perspective to understand how the industry has evolved to its current state and to predict where it is likely to go in the next century. To better understand the current health care environment, the course will explore the industry from several perspectives: the provider/patient/interface, the changing demographics of health, the growth of technology, the emerging regulatory patterns, and comparative strategies of public health across nations.

*The successful completion of 14 HSM credits is required to obtain transcript notation indicating Health Sector Management. Joint degree students must have 11 HSM credits to obtain transcript notation indicating Health Sector Management.

**These courses count as an HSM elective only if the project done in the course is health care related and even though these courses may span two terms, they count as one HSM elective.

Seminars in Health Care The business of health care has become increasingly complex. To address emerging issues and guide this sector in the future, leaders will need strong general management skills coupled with an in-depth understanding of the health sector's complex business relationships. The Health Sector Management program's curricular framework encourages students to use the general management skills they are acquiring in core MBA courses directly in the health sector. This seminar series gives students the opportunity to learn how health sector professionals have applied the skill sets taught in the core courses in actual health sector case studies. Faculty and outside speakers present and discuss cases representing unique applications and current topics of interest.

- **Economics and Strategy of Health Sector Management** We will apply the tools of economics and strategy to address challenges faced by managers and policy makers in the health sector. We will begin most classes with analysis of recent news, then discuss a case, and conclude with additional insight on the application of economics and strategy. We will examine strategies for product manufacturers, insurers, health care providers, and hospitals. First, we will examine the demand for medical products, including biologics, devices, and pharmaceuticals. We will demonstrate cost effectiveness of a new medical intervention, estimate demand, and suggest profit-maximizing and ethical prices. Second, we will analyze the demand for and supply of health insurance. We will consider strategies to mitigate the problems of moral hazard and adverse selection and to increase rates of quality-based effective care. Third, we will examine physician incentives and assess malpractice insurance. Fourth, we will analyze the industrial organization of hospitals. We assume that students enrolling in the class have a basic understanding of microeconomics and the health sector. Students from outside our program can enrich class discussion so we welcome their enrollment provided that they commit to additional reading.

Electives

Elective opportunities allow each student to pursue a particular area in-depth and round out their individual experiences in light of their career goals. For students in the Health Sector Management concentration, five of these electives are required to complete the program: the two core courses, the required seminar series, and two HSM electives. Students are then left with the opportunity to enroll in additional electives in health or non-health courses. Joint Degree students in the Health Sector Management concentration are required to take only one HSM elective.

Concurrent Degree Programs

In the spirit of interdisciplinary cooperation, The Fuqua School of Business offers several joint degree programs in conjunction with other graduate and professional programs at Duke University. Concurrent degree programs offer the advantage of earning two degrees in less time than would be required to earn the two separately. These options for study are available through the Graduate School, the School of Engineering, the School of Law, the Terry Sanford Institute of Public Policy, the Nicholas School of the Environment, the Medical School and the School of Nursing.

For all joint degree programs, students must apply for admission and be accepted by both schools separately.

Students who are in any of the joint degree programs offered by The Fuqua School of Business must complete a minimum of 65 graduate credits at Fuqua, exclusive of what requirements exist for the other degree. Because the two degrees are interconnected, students must complete all requirements for both degrees in order to receive either degree. Because joint degree students already take a substantial number of non-business courses, they may not count additional non-Fuqua courses toward their degree. They may participate in Fuqua's international exchange program which allows students to study for a term or semester at an overseas business school.

The MBA–JD. The concurrent MBA–JD Program requires four academic years of study with a full year in each school and two years of combined study that meets the requirements for both the MBA and JD degrees. Additional information about the Law School may be obtained from the admissions office, Duke University School of Law, Box 90393, Duke University, Durham, NC 27708-0393, tel.: (919) 613-7200.



The MBA–MF and the MBA–MEM. The concurrent MBA and Master of Forestry or Master of Environmental Management degrees normally require three years of study. Additional information on the environmental programs may be obtained from the director of admissions, Nicholas School of the Environment, Box 90330, Duke University, Durham, NC 27708-0330, tel.: (919) 613-8070.

The MBA–MA in Public Policy Sciences. The concurrent MBA degree and Master of Arts degree in Public Policy Sciences normally requires two and a half to three years of study. Additional information about the public policy program may be obtained from the director of Graduate Studies, Sanford Institute of Public Policy, Box 90239, Duke University, Durham, NC 27708-0239, tel.: (919) 613-7309.

The MBA–MS in Engineering. The program takes five to six semesters and, in most cases, an undergraduate degree in engineering is required. Additional information about the Duke University School of Engineering and this program may be obtained by writing the director, MBA-MS Program, School of Engineering, Box 90271, Duke University, Durham, NC 27708-0271, tel.: (919) 660-5386.

The MBA–MD. The program will require five years to complete and begins with two years at the School of Medicine. Additional information about the Duke University School of Medicine program may be obtained from the Office of Admissions, School of Medicine, Box 3710 Duke University Medical Center, Durham, NC 27708, tel.: (919) 684-2985.

The MBA–MS in Nursing. The program can be completed in two and one-half to three years. In most cases, the student will begin the program at the School of Nursing. Additional information about the Duke University School of Nursing program may be obtained from the Office of Admissions, School of Nursing, Box 3322 Duke University Medical Center, Durham, NC 27708, tel.: (919) 684-4248.

The Duke MBA – Weekend Executive

The Duke MBA–Weekend Executive program is specifically designed to meet the needs of rising executives who remain on the job while completing this rigorous academic program. The Weekend Executive program offers mid- to high-level managers a general management education, and includes the tools, concepts and strategies required for senior leadership. Fuqua's Weekend program is widely recognized as one of the leading academic programs to prepare working professionals for a rapidly changing, globally competitive business environment. The degree earned by Weekend Executive students is the same prestigious Duke MBA offered through Fuqua's other three degree-granting programs: The Duke MBA–Daytime, The Duke MBA–Global Executive, and The Duke MBA–Cross Continent.

The Weekend Executive program began at Duke in 1984 and has continued to grow in reputation and applicant quality and company support. Combining superb academics and up-to-the minute research with the experience and knowledge of established managers from diverse industries, the program has provided managers from across the U.S., Canada, Mexico and Puerto Rico an unsurpassed grounding in the fundamentals of business management.

The Weekend Executive curriculum emphasizes the fundamentals of business and management theory: accounting, decision sciences, economics, finance, management, marketing and operations management. This is accomplished in a rigorous academic setting with student colleagues of similar high-caliber intellectual capabilities and experience. Faculty use a variety of teaching methods in the Weekend Executive classroom, including lectures, case studies, class discussions, computer simulation and group projects.

Students travel back and forth between a living business laboratory and the Fuqua campus twice each month. This unique interchange enables students to bring experiences from the workplace to the classroom for analysis and to apply acquired knowledge immediately upon returning to work. No other degree program has such a direct and immediate impact for participants and their companies.

The Weekend Executive program meets Friday-Saturday every other weekend. Applicants should be in a managerial position, have a preferred minimum of seven years of professional experience and have corporate support. The program requires 20 months of study and includes six terms of course work. The Weekend Executive program requires 51 credits which includes 12 core courses and 6 elective courses. Students interested in the program should contact the Executive MBA Programs Office, The Fuqua School of Business, Duke University, Box 90127, Durham, NC 27708-0127, E-mail: executive-mba-info@fuqua.duke.edu; Web: www.fuqua.duke.edu; Tel.: (919) 660-7804, Fax: (919) 660-2940; (courses are listed in Courses of Instruction section).

Weekend Executive with a Health Sector Management Certificate

The Health Sector Management (HSM) concentration has been offered in the Weekend Executive MBA program since February 2005. This unique program is open to professionals from all areas of health care including the pharmaceutical, biotechnology and insurance industries, physicians and other health care providers with management responsibilities. The program provides the complete Duke MBA – Weekend Executive degree, plus in-depth training specific to the business of health care.

Health Sector Management students complete the core MBA courses with the general Weekend Executive class. HSM students are separated from the Weekend Executive group only for HSM classes. Courses are taught by faculty members from both The Fuqua School of Business and Duke University School of Medicine.

To earn the HSM concentration designation, students must complete all MBA course requirements plus two required courses, a seminar series and one additional health care-specific elective for a total of 56 credits.

Core HSM Courses:

Health Care in the 21st Century. This one-week course, offered in August, provides an overview of 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.

Economics and Strategy of Health Sector Management. The market behavior of consumers and firms in the health care sector is examined in this course, using tools from microeconomic theory. There is a focus on analyzing the economic fundamentals behind the actions and reactions of players in the health care market, e.g., the patients, payers and providers. Emphasis is placed on acquiring a tool kit that will enable a structured and analytical examination of the major issues.

HSM Seminar Series:

Seminars in Health Care. This interactive series gives students the opportunity to discuss relevant and timely health care issues and apply the skill sets taught in their core HSM courses. Faculty moderators lead the discussions and students share their perspectives on current topics of interest. Seminars take place one Thursday evening per month throughout the 20 month program.

Elective Courses (At least one required):

Health Care Marketing. Consumers are shaping the health care system of tomorrow, yet evaluating and predicting the role of the consumer in this new era remains challenging. This course will assess consumer preferences for health and health care, and then address how a consumer focus will re-shape the health care industry. Topics relevant to marketing across many segments of the health care industry are examined in this course, including patient decision making, patient preference measurement, and mass marketed versus targeted segmentation and

communication. Branding of health care services and cooperation and coordination in industries will also be covered.

Health Care Operations. This course provides an operational perspective on health care, with topics including quality management, materials management, inventory management, automated inventory systems, and health care logistics and distribution. Students will also learn about design and management of clinical processes, disease- and asset-focused health care delivery processes and operational issues in public health.

The Duke MBA – Global Executive

The Duke MBA–Global Executive is an innovative MBA program for executives of global corporations. In this nineteen-month MBA degree program, students learn the core functional areas of business, and how to integrate these concepts effectively in a global organization. The program's unique format combines classroom sessions on four continents with distance education via advanced Internet-based technologies. The high-ranking executives in the program come from all over the world and average 14 years of successful work experience. With a flexible format that combines multiple international program sites with advanced interactive technologies, you can work and live anywhere in the world while participating in the program.

In the Global Executive program, students are able to:

- enhance careers and create opportunities with the Global Executive's top ranking and international reputation;
- experience the maximum learning with minimum disruption to careers and personal lives through the Global Executive program's unique combination of place and space;
- combine intensive classroom learning and real-world lessons in international settings to gain a better overall understanding of global business practices;
- broaden knowledge, experience and skill sets with a rigorous general management curriculum that has a global focus and is taught by a top-rated faculty;
- acquire firsthand experience using innovative technology to coordinate projects across barriers of time and space in a multinational team environment;
- establish a strong international network of important contacts with Fuqua's class of high achieving global business leaders.

The curriculum focuses on global management and consists of a set of specially-designed courses to capitalize on the program's unique format. These courses are woven into an integrated structure consisting of five terms. Each term consists of a reading period, a two week residential period at one of several sites around the world and a post-residential period of computer mediated distance-education.

Residential classes convene at sites in Europe, Asia, South America and the United States five times for a total of 10 weeks during the course of the program. Class sessions include lectures, cases, simulations and visiting speakers from government and business organizations in the region. Fuqua professors deliver the balance of the instruction using interactive software applications. These communication tools allow faculty and students to hold extended dialogues without the normal constraints of classroom and office hours.

Students completing the Global Executive program learn to manage effectively in countries in different economic regions of the world. The knowledge and skills students gain in this program provide a clear competitive advantage for their companies and themselves in the new, global economy.

The program's unique format makes it an ideal choice for companies that are reluctant to lose valued managers. Global Executive students receive a unique education in global business and earn a world-class MBA degree from one of the most prestigious universities, while continuing to make significant contributions to their company.

Applicants to the Global Executive program must have a minimum of 10 years professional

experience, and currently should have international managerial responsibilities within their companies. The program requires 19 months of study and includes five terms of course work.

Students interested in the program should contact the Executive MBA Programs Office, The Fuqua School of Business, Duke University, Box 90127, Durham, NC 27708-0127, E-mail: Globalexec@fuqua.duke.edu; Web: www.fuqua.duke.edu; tel. (919) 660-7804, fax (919) 660-8044; (courses are listed in the courses of instruction section).

The Duke MBA – Cross Continent

The Duke MBA–Cross Continent program allows high-potential managers with three to nine years of professional work experience to earn an internationally-focused MBA degree in less than two years. Utilizing a format that minimizes the disruption of careers and family life, the program is designed to be completed while students continue their full-time employment anywhere in the world.

To facilitate global learning, students choose either the United States or South Korea as their “home campus.” Students must attend a total of nine weeks of residential instruction over the eight term program. In non-residential weeks, students spend approximately 20 hours per week continuing their studies using Internet-enabled learning. Students have flexibility in scheduling these online hours, while completing academic assignments from any location.

During the 20-month program, Cross Continent students are together as a class for **eight** weeks. Residencies for terms 1, 2, 4, 5, 7 and 8 take place on Duke University’s campus in Durham, North Carolina. The term 3 residency will take place at our teaching facility in Europe and the term 6 residency will take place in Asia. Since students continue to work full-time while participating in the program, the knowledge they develop is reinforced immediately as they apply it in the workplace. Students’ face-to-face interaction on three continents combined with their participation in international virtual teams reinforces their ability to think in a global context. The Cross Continent program’s curriculum covers management, marketing, operations, economics, finance, accounting, strategy and decision sciences. Students take eleven core courses, four elective courses and one integrative capstone course to earn their degree. Two courses are completed during each of the eight terms of the program. The Duke MBA—Cross Continent enables students’ employers to fit professional development into their most valued employees’ careers in a mutually beneficial manner. Students earn a world-class MBA degree that fits their current lifestyle and the organization develops high-potential employees. Students interested in the program should contact The Fuqua School of Business, Duke University: E-mail: cross-continent-info@fuqua.duke.edu, Web: www.fuqua.duke.edu, tel: (919) 660-7863, fax: (919) 660-8044.

The Duke MBA — Cross Continent Format:

A Typical Term

- 1 week pre-class study
- 1 week residential session
- 1 week program break
- 6 weeks Internet-enabled learning
- 1 week program break

The Curriculum

TERM 1 (U.S.)

- Orientation
- Financial Accounting
- Managerial Effectiveness

TERM 2 (U.S.)

- Managerial Economics

- Decision Models

TERM 3 (Europe)

- Statistical Models
- Marketing Management

TERM 4 (U.S.)

- Global Economic Environment
- Global Financial Management

TERM 5 (U.S.)

- Operations Management
- Managerial Accounting

TERM 6 (Asia)

- Strategy Formulation and Interpretation
- Elective 1

TERM 7 (U.S.)

- Elective 2
- Elective 3

TERM 8 (U.S.)

- Elective 4
- Integrative Capstone Course

Doctor of Philosophy

The Ph.D. in Business Administration program prepares candidates for research and teaching careers at leading educational institutions and for careers in business and governmental organizations where advanced research and analytical capabilities are required. The Ph.D. program places major emphasis on independent inquiry, on the development of competence in research methodology, and on the communication of research results. Students are introduced at the outset of the program not only to rigorous course work, but also to the research activities of the faculty and of other students. (A ratio of doctoral students-in-residence to faculty of less than one to one facilitates this opportunity to work closely with faculty.) The school offers programs of research and training in the areas of accounting, decision sciences, finance, management, marketing and operations management.

The program requires that doctoral candidates must acquire expertise in their chosen area of study and in research methodology. This competence may be gained from course work, participation in seminars and independent study. Each student takes a comprehensive exam at the end of the second year or the beginning of the third year of residence. The final requirement is the presentation of a dissertation. The Ph.D. program usually requires four to six years of work. The student and the faculty in his/ her area determine the specific program of study.

Non-degree Executive Education Programs

Fuqua's non-degree executive education programs deliver value and relevance through world-class education with top-rated course materials and award-winning faculty. All programs concentrate on business situations that participants face on a daily basis. Students return to work with valuable skills and problem-solving techniques they can implement immediately. In 2004, the *Financial Times* ranked Duke University the #1 worldwide provider of non-degree executive education.

Fuqua offers general management and specialized non-degree programs. General management courses advance participants' leadership abilities through personal development activities that improve management skills and effectiveness in the workplace. Specialized

courses enhance specific skills in areas such as finance, accounting, leadership, strategy, and marketing.

In addition to providing top-ranked programs for individuals, Fuqua can adapt any of its non-degree executive education programs specifically for an organization. Fuqua has recently developed tailored versions of its leadership programs for the telecommunications industry, health care associations, the pharmaceutical industry, the United States Department of State, and the United States Department of Justice. A tailored program can be delivered at Duke's R. David Thomas Center or any location in the world convenient for the organization.

To learn more, visit www.ee.fuqua.duke.edu, telephone 800-372-3932 (within USA) or 919-660-8011 (outside the USA), or e-mail ExecEd-info@fuqua.duke.edu.