

Harvard Business School and Harvard Kennedy School

JOINT DEGREE PROGRAM STUDENT GUIDE

2023-2024



HARVARDKennedy School
JOHN F. KENNEDY SCHOOL OF GOVERNMENT

Welcome to the HBS/HKS Joint Degree Program.

Faculty at Harvard Business School and Harvard Kennedy School have developed a superb curriculum that combines the best of what both institutions have to offer in order to accomplish our mission. Our purpose is to develop outstanding leaders, skilled in management and the shaping of innovative public policy, who will assume positions of influence spanning business, government, and nonprofit organizations, through which they will contribute significantly to the well-being of society.

Although you are spending your first year at Harvard Kennedy School and your second year at Harvard Business School, you are always part of both communities. If you have questions regarding the Kennedy School, contact Cate Lagueux, MPP Program Director at cate_lagueux@hks.harvard.edu and for HBS-related questions, contact Jill Fadule, Director, Joint Degree Programs at jfadule@hbs.edu.

Students can also reach out to their representative on the Joint Degree Student Council led by Cherie Chung at cchung@hks.harvard.edu and Brandon Moore at bmoore@hks.harvard.edu.

We hope you find this guide helpful.

Carl Kester
Baker Foundation Professor
George Fisher Baker Jr. Professor
of Business Administration, Emeritus
Harvard Business School
Co-Chair, HBS/HKS Joint Degree Program

Robert Stavins
A.J. Meyer Professor of Energy & Economic
Development
Harvard Kennedy School
Co-Chair, HBS/HKS Joint Degree Program

CONTENTS

Introduction	2
Program Mission	2
Enrollment	2
Financial Aid, Tuition, and Fees	3
Leave of Absence/Withdrawal	3
Students in Academic Difficulty	4
Disciplinary Procedures	5
Joint Degree Course Grading	5
Academic Honors	5
Career Development	5
Information Technology	5
MBA/MPP Joint Degree Program Curriculum	6
MBA/MPA/ID Joint Degree Program Curriculum	8
Joint Courses	10
HBS/HKS Joint Degree Program Capstone Project	11
HBS/HKS Joint Degree Program Steering Committee	12

INTRODUCTION

This guide to policies and procedures is for students enrolled in the HBS/HKS Joint Degree Program. Because all students must adhere to the policies and rules of the school in which they are matriculated in any one semester (HBS or HKS), this guide serves as a supplement to the existing policies and procedures at each school, and it applies only to Joint Degree Program students.

PROGRAM MISSION

The mission of the HBS/HKS Joint Degree Program is:

To develop outstanding leaders, skilled in management and the shaping of innovative public policy, who will assume positions of influence spanning business, government, and nonprofit organizations, through which they will contribute significantly to the well-being of society.

ENROLLMENT

The Harvard Business School/Harvard Kennedy School Joint Degree Program is a three-year program. Participants are required to complete all three years in sequential order, as listed on pages 6-9 of this student guide. Upon completion of the requirements for both degrees, students will receive an MBA diploma and an MPP or MPA/ID diploma.

School Affiliation

For administrative purposes, students are formally affiliated with HKS for Year 1, HBS for Year 2, HBS for the first term of Year 3, and HKS for the second term of Year 3. Students may, however, take courses from both schools during both terms of Year 3.

Grades

Each school tracks grades individually. The grading for each course is based on where each course is offered. Joint courses delivered as part of the Joint Degree Program are tracked by both schools and appear on both HBS and HKS transcripts.

Class Enrollment Records

Each school maintains a record of class enrollment during a given term for each Joint Degree student.

Transcripts

Each school maintains a separate transcript. Each transcript shows core courses (i.e., Required Curriculum (RC) course grades for HBS, MPP or MPA/ID core course grades for HKS), any elective course taken at the school, and joint course grades as outlined previously. For all HBS/HKS Joint Degree students, their transcripts bear the following notation:

- + Enrolled in the three-year [MBA, MPP or MPA/ID] Joint Degree Program offered by Harvard Business School and Harvard Kennedy School. The above transcript represents that part of the student's work taken at [Harvard Business School toward MBA degree requirements] [Harvard Kennedy School toward MPP or MPA/ID degree requirements].

Calendars and Schedules

Each school manages its respective core course schedules, with coordination between the schools on the joint courses delivered as part of the Joint Degree Program.

Diplomas and Commencement

Each school grants a separate degree and diploma. Students are permitted to participate in either or both commencement ceremonies, and they may walk as a group during the diploma ceremony at each school.

FINANCIAL AID, TUITION, AND FEES

In Year 1, Joint Degree Program students pay full HKS tuition, are eligible to apply for HKS financial aid, and follow HKS financial aid policies and procedures.

In Year 2, Joint Degree Program students pay full HBS tuition, are eligible to apply for HBS financial aid, and follow HBS financial aid policies and procedures.

In Year 3, there is a 50/50 split by term. Students should submit the appropriate financial aid documentation to the appropriate school for the respective term of enrollment and adhere to all deadlines. In the fall term, Joint Degree Program students pay one term of tuition and fees at HBS and are eligible to apply for HBS financial aid. In the spring term, Joint Degree Program students pay one term of tuition and fees at HKS and are eligible for HKS financial aid. In most cases, financial aid will be loans. Students should note that all HKS scholarship/fellowship aid is awarded at the time of admission and will be renewed (unless otherwise noted) for the last semester of enrollment at HKS.

Although financial aid awards in any one term are handled separately by the respective financial aid offices of each school, depending on where the student is enrolled in that term, every student is eligible to apply for financial aid during all three years of the Joint Degree Program. Should you have any questions concerning the continuity of your financial aid across your three years in the program, please contact Natacha Muñoz, Financial Aid Officer at HBS (nmunoz@hbs.edu) or your designated Admissions and Financial Aid Counselor at HKS.

LEAVE OF ABSENCE/WITHDRAWAL

Leave of Absence

Taking a Leave of Absence (LOA) from the Joint Degree Program with the expressed intent of resuming and completing the entire Joint Degree Program at a later date may be undertaken by students who are in good standing and have completed at least Term 1 of the program. Students who take a LOA must return and complete the program within seven years of their date of matriculation into the first year of the Joint Degree Program.

To request a LOA, the student must first notify the respective Registrars and Joint Degree administrators of HKS and HBS. Each school will advise on the appropriate process and will coordinate on approvals. Note that requests for a LOA between terms 2 and 3 must be made no later than three weeks prior to the start of the term.

The student must notify the respective Registrars and Joint Degree administrators in writing of their intention to return. When the student returns to the Joint Degree Program, they will be subject to the program requirements then prevailing, which may entail additional course requirements if material changes in program requirements were made since their withdrawal. Tuition will be charged at the rates prevailing at the time the program is resumed.

Required Withdrawal

In the event that a student does not meet either school's independent academic performance markers and is required to withdraw, he/she would leave the Joint Degree Program (at least temporarily) and would have to petition to return. Similar required withdrawals could be related to disciplinary, medical, mental health or financial issues at either school.

In rare circumstances, on a case-by-case basis, students may be allowed to withdraw voluntarily from the Joint Degree Program while being allowed to remain enrolled in an independent degree program at one of the two schools. Such withdrawals require the recommendation of both Co-Chairs of the Joint Degree Program and approval by the Joint Degree Program Steering Committee. Voluntary withdrawals from the Joint Degree Program in favor of pursuing only one of the two degrees would be considered only if such withdrawals are motivated by extreme situations (such as medical or family hardship).

STUDENTS IN ACADEMIC DIFFICULTY

For the first year of the program, HKS adheres to its academic performance standards and policies. For the second year, HBS adheres to its academic standards and policies.

- + If a student fails to meet the academic standards at HKS in the first year of the program, HKS will determine whether the student can continue with the HKS degree program. If the student continues, HBS will be notified of the student's status, but it will not affect his/her standing with the MBA Program.
- + If a student fails to meet the academic standards at HBS in the RC year of the program (second year of the Joint Degree Program), the HBS Academic Performance Committee will determine whether the student can continue with the MBA Program. HKS will be notified of the outcome and the student's status in the Joint Degree Program will be determined accordingly.
- + If a student fails to meet the academic standards at both schools in the first two years of the Joint Degree Program, then a sub-committee of the Joint Degree Program Steering Committee (see a list of current members at the end of this document) will review the student's performance for the prior two years to make a determination about the student continuing in the Joint Degree Program.
- + If a student is required to withdraw from one school (either HBS or HKS), then the student will be separated from the Joint Degree Program in accordance with the conditions of the separation and not be allowed to continue at either school until any conditions for re-entry have been satisfied. Re-entry to the Joint Degree Program is not guaranteed.
- + If a student fails to meet academic standards in the third year of the program, each school will have jurisdiction over its own courses. All Joint Degree students have to meet the graduation requirements at both schools to graduate as a Joint Degree student.

DISCIPLINARY PROCEDURES

Academic dishonesty or other violations of community values will be adjudicated at the school in which the student is currently matriculated. However, the other school will be informed about the incident and its resolution.

JOINT DEGREE COURSE GRADING

The Joint Degree Seminar is graded on the HKS grading scale in Year 1 and the HBS grading scale in Year 2. Unacceptably poor performance or failure in either year's joint seminar (i.e., a grade of Category IV or X at HBS, or lower than a B- at HKS) will be reviewed by a sub-committee of the Joint Degree Program Steering Committee for purposes of determining whether or not the student is eligible for continuation in the Joint Degree Program.

The Business-Government Integrative Course taught in the fall term of Year 3 is graded as an HBS course based on student enrollment for the term at HBS. The PAE/SYPA course taught in Year 3 will be graded as a HKS course.

ACADEMIC HONORS

Each school follows its own policies for the granting of honors.

CAREER DEVELOPMENT

Joint Degree students have access to HKS career resources beginning in Year 1; limited access to HBS career resources in Year 1; and, full access to HBS career resources beginning in Year 2. Limited access at HBS in Year 1 will include access to HBS career development programs and workshops, the HBS Alumni Directory as well as HBS job opportunities focused on social enterprise including nonprofit, public service and/or policy work. Students also have unlimited access to HBS Career Coaches beginning in Year 1. Additionally, Joint Degree students are eligible to apply for funding assistance through the HBS Summer Fellows Program after Year 1 and Year 2.

INFORMATION TECHNOLOGY

IT support will be provided by the school in which students are currently matriculated. The IT teams from each school are working to make support coverage as seamless as possible.

MBA/MPP JOINT DEGREE CURRICULUM

Students in the MBA/MPP Joint Degree Program must fulfill the curricular requirements of both schools in order to receive both degrees upon graduation.

For the MPP Program, this means a minimum of 52 HKS credits including the core and the PAE, in addition to the Joint Degree Seminar in Years 1 and 2 and the Business-Government Integrative Course in Year 3.

Year 1: MPP Core at HKS Plus Year-Long Joint Degree Seminar

FALL

- + Resources, Incentives, and Choices 1: Markets and Market Failures
- + Quantitative Analysis & Empirical Methods
- + Policy Design & Delivery I
- + Race and Racism in Public Policies, Practices, and Perspectives
- + Fundamentals of Negotiation Analysis and Practice
- + Race and Racism in the Making of the United States as a Global Power
- + Joint Degree Seminar

SPRING

- + Resources, Incentives, and Choices II: Analysis of Public Policy
- + Empirical Methods II
- + Policy Design & Delivery II
- + Joint Degree Seminar
- + One of the following courses:
 - Politics and Ethics in Unstable Times
 - Moral Leadership: Ethics in Public Life
 - Corruption: Finding It and Fixing It
 - International Law and Global Justice

MPP/MBA students may take exemption exams for MPP core courses. If exempt from a core course(s), an elective(s) must be taken instead. It is important to note that exemption from an MPP core course does not reduce the overall number of credits needed to graduate from the MPP Program.

Over the course of the joint program, one MPP elective course may be an approved cross-registered course (with the exception of language, HBS and MIT Sloan courses, for which no credit may be earned). Please note: in keeping with HBS policies that apply to all HBS MBA degree students, MBA electives at HBS can only be taken after students have completed the entire first-year Required Curriculum (RC) of the MBA Program. Therefore, Joint Degree Program students may not take any HBS elective courses, including courses that are jointly listed with HKS, in Year 1 of the Joint Degree Program.

A minimum of 52 HKS credits (not including the Year 1 and Year 2 Joint Degree Seminars, as well as the Business-Government Integrative Course in Year 3) are required to earn the HKS MPP degree. Most students will exceed this number in order to complete the requirements.

Year 2: MBA Core at HBS Plus Year-Long Joint Degree Seminar

PRE-MATRICULATION

Students should refer to the HBS Pre-Matriculation website for detailed instructions about any pre-MBA requirements.

FALL

- + Financial Reporting and Control
- + Finance I
- + Inclusion (not offered in 2023–2024)
- + Marketing
- + Technology and Operations Management
- + Leadership & Organizational Behavior
- + Joint Degree Seminar
- + Data Science for Managers

SPRING

- + Business, Government, and the International Economy
- + Finance II
- + Strategy
- + Leadership and Corporate Accountability
- + The Entrepreneurial Manager
- + Social Purpose of the Firm
- + Field Global Immersion
- + Joint Degree Seminar

Changes in the core curriculum of either school will be reflected in appropriate changes in the Joint Degree curriculum.

Please note: During Year 2, joint degree students may enroll in J-term courses at HKS as an HBS cross-registrant.

Year 3: HKS and HBS Electives, Business-Government Integrative Course, and Policy Analysis Exercise (PAE)—9* one-semester course equivalents

Four HKS credits = three HBS credits

FALL

- + 3 elective courses*
- + Business-Government Integrative course
- + PAE Seminar (continues in spring)

SPRING

- + 4 elective courses*
- + PAE Seminar (continued from fall)

* Students are required to take 12 HBS elective credits and 12 HKS elective credits, plus the equivalent of one full-semester elective from either HBS or HKS during the Joint Degree Program. Students typically take 4 elective credits at HKS in Year 1 and the remaining elective credits in Year 3. The 12 HBS credits must come from HBS classroom-based elective courses (made up of a combination of full-term 3-credit and/or half-term 1.5-credit courses). The 12 HKS credits must come from HKS or other HKS-approved graduate course offerings, (made up of a combination of full-term 4-credit courses and/or 2-credit modules). The final 4 elective credits can be an additional HBS classroom-based elective coursework or an HKS or HKS-approved graduate course offering.

MBA/MPA/ID JOINT DEGREE PROGRAM CURRICULUM

Students in the MBA/MPA/ID Joint Degree Program must fulfill the curricular requirements of both schools to receive both degrees upon graduation.

For the MPA/ID Program, this means a minimum of 60 credits, including the core and the SYPA in addition to the Joint Degree Seminar in Years 1 and 2, and the Business-Government Integrative Course in Year 3.

Year 1: MPA/ID Core at HKS Plus Joint Degree Seminar

FALL

- + Advanced Microeconomic Analysis I
- + Advanced Macroeconomics for the Open Economy I
- + Advanced Quantitative Methods I: Statistics
- + Applications and Cases in International Development
- + Economic Development: Theory and Evidence

FALL-SPRING

- + Joint Degree Seminar

SPRING

- + Advanced Microeconomic Analysis II
- + Advanced Macroeconomics for the Open Economy II
- + Advanced Quantitative Methods II: Econometrics
- + Economic Development: Using Analytic Frameworks for Smart Policy Design
- + The Politics of Development

SUMMER

- + International Development Internship

Please note: If a joint MBA/MPA/ID degree student is exempted from a required MPA/ID course in the first year of the program, the student must take an elective instead.

Year 2: MBA Core at HBS Plus Year-Long Joint Degree Seminar

PRE-MATRICULATION

Students should refer to the HBS Pre-Matriculation website for detailed instructions about any pre-MBA requirements.

FALL

- + Financial Reporting and Control
- + Finance I
- + Inclusion (not offered in 2023-2024)
- + Marketing
- + Data Science for Managers
- + Technology and Operations Management
- + Leadership & Organizational Behavior
- + Joint Degree Seminar

SPRING

- + Business, Government, and the International Economy
- + Finance II
- + Strategy
- + Leadership and Corporate Accountability
- + The Entrepreneurial Manager
- + Social Purpose of the Firm
- + Field Global Immersion
- + Joint Degree Seminar

Changes in the core curriculum of either school will be reflected in appropriate changes in the Joint Degree curriculum.

Please note: During Year 2, joint degree students may enroll in J-term courses at HKS as an HBS cross-registrant.

Year 3: HBS and HKS Electives, Business-Government Integrative Course, and Second Year Policy Analysis (SYPA)—8 one-semester course equivalents

Four HKS credits = three HBS credits

FALL

- + Getting Things Done: Management in a Development Context
- + Political Philosophy for Development
- + One HKS elective* (4 credits)
- + Business-Government Integrative Course

FALL-SPRING

- + DEV-250Y Second Year Policy Analysis Seminar

SPRING

- + 4 HBS electives (classroom-based)

* Students are required to take 6 elective courses (typically 6 elective courses in Year 3) during the Joint Degree Program. Of these 6 elective courses, 4 must be HBS classroom-based elective courses and 1 must be an HKS course offering. The remaining required elective can be an HKS elective course or HKS-approved graduate course offering.

JOINT COURSES

- + HBS/HKS Joint Degree Seminar (Year 1 and Year 2)
- + HBS/HKS Joint Degree Program Capstone Project—PAE/SYPA (Year 3)
- + Business and Government Integrative Course (Year 3)

› HBS/HKS Joint Degree Seminar (Year 1)

The seminar introduces students in Year 1 of the Joint Degree Program to key policy and management issues at the interface of the business and government sectors. It complements their learning in the HKS Core and provides context for choosing and pursuing employment in the summer following Year 1. It also promotes the development of cohort cohesion in the short term and professional identity in the long term. A unifying pedagogical goal of the seminar is to prepare students to identify the political, market, and managerial aspects at work in issues at the interface of business and government institutions. Understanding these very different dimensions of complex problems provides a basis for applying professional skills and knowledge to help resolve them.

The grade for the Year 1 Joint Degree Seminar will use the HKS grading scale and will appear on both schools' transcripts.

› HBS/HKS Joint Degree Seminar (Year 2)

The seminar in Year 2 exposes students to a public policy perspective on selected topics and cases that students encounter in the HBS Required Curriculum and additional topics of interest to the students. Just as the Joint Degree Seminar in Year 1 balances the HKS Core providing a business perspective, the Joint Degree Seminar in Year 2 provides an additional vantage point that allows students to deepen their distinctive cross-sectoral perspective on issues at the interface of business and government. In addition, it continues to provide a venue for cohort cohesion and community in the short term and professional identity in the long run through engagement with former joint degree students and individuals who have had senior positions in business, government, and the nonprofit sector.

The grade for the Year 2 Joint Degree Seminar will use the HBS grading scale and will appear on both schools' transcripts.

› Business-Government Integrative Course (Fall Semester, Year 3)

This course in the fall of Year 3 is designed to integrate, on the one hand, the perspectives and analytic tools provided by the HKS Core in the MPP or MPA/ID programs, and, on the other, the perspectives and analytic tools provided by the Required Curriculum (RC) in the HBS MBA Program. In essence, the course integrates the skills students have learned in their first two years in the Joint Degree Program.

The course features a series of integrative modules on specific topics. In this set of modules, pairs of faculty members—one each from HBS and HKS—teach as a team, bringing their distinctive perspectives and analytical approaches to bear on a specific subject area.

These subject areas may be defined by: policy realms (for example, finance, tax, health, education, environment, or national defense); methods (for example, decision making under uncertainty, project evaluation, performance measurement, or negotiation); or other topics (for example, international trade, technological innovation, economic development, infrastructure, insurance, management styles and processes, or risk management).

It is intended that students will emerge from this course with an understanding of questions such as: how a regulation is developed and promulgated, and how business can seek to influence the outcome; how legislative battles are fought and how business organizes to shape provisions in legislation; and how

business and government can work together to shape an international environment that is conducive to economic growth. In short, the aim of the course is to cultivate in students the capacity to view problems comprehensively from “both sides”; that is, how various business interests view an issue, and how government officials in a variety of agencies and institutions view the same issue.

Because Joint Degree Program students will be registered at HBS during the fall term of their third year in the Joint Degree Program, the Business-Government Integrative Course will be graded according to HBS grading standards. Grades for the integrative course will appear on both schools’ transcripts.

HBS/HKS JOINT DEGREE PROGRAM CAPSTONE PROJECT

HBS/HKS Joint Degree students in the MPP/MBA and the MPA/ID/MBA programs participate fully in fulfilling, respectively, the PAE and SYPA requirements, with the following provisions:

1. The subject must focus on the interface between business and government; that is, involve issues and/or actors at that interface. The subject chosen should provide scope for applying both policy analysis skills developed in the MPP or MPA/ID programs and business/management analysis skills developed in the MBA Program.
2. There must be one faculty advisor from each school with equal roles, with a single grade assigned. The HKS seminar leader will determine the grade with input from both the HBS and HKS advisors.
3. For team projects (limited to two students, except with special permission), all team members must be HBS/HKS joint degree students. Generally, MPP students and MPA/ID students will not be on the same team. However, on a case-by-case basis, the Joint Degree Program chairs, in consultation with the chairs of the MPP and MPA/ID programs, may make exceptions to this policy.
4. Normally, in the PAE, there is a client. In the SYPA, more likely, there is not a client. In both cases, the analysis should explicitly take into account implementation and other managerial challenges.
5. An enterprise plan (or business plan) would most likely not have a client in either program. Students wishing to develop an enterprise plan to satisfy the PAE/SYPA requirement must: (1) first discuss the proposal with the Joint Degree Program chairs to obtain their advice and consent; and (2) obtain final approval in advance from their respective seminar leaders and MPP or MPA/ID program chairs.
6. The final written product should demonstrate facility with analytic methods emphasized in core courses from both (HBS and HKS) programs, and the concluding section of the capstone paper should explicitly compare and contrast the policy and business perspectives that would be drawn from the results.
7. MPP/MBA students will enroll in the Business & Government Policy Area Concentration. However, by petition and with the permission of the MPP Program chair, MPP students may on rare occasions enroll instead in a different PAC, as long as their PAE topic involves the interface of business and government, as specified in provision 1 above.
8. One grade, determined by the HKS seminar leader with input from the HKS and HBS advisors, will be awarded in the spring. It will be according to the HKS grading system. HKS graders should emphasize HKS standards and expectations, while HBS graders should emphasize HBS standards and expectations, both for quality and focus of the analysis.

HBS/HKS JOINT DEGREE PROGRAM STEERING COMMITTEE 2023–2024

HARVARD BUSINESS SCHOOL

Carl Kester, Co-Chair

Baker Foundation Professor
George Fisher Baker Jr. Professor of Business
Administration, Emeritus

Shawn Cole

John G. McLean Professor of Business Administration

Jill Fadule

Director, Joint Degree Programs

Jana Kierstead

Executive Director, MBA Program

Dutch Leonard

Eliot I. Snider and Family Professor of Business
Administration

Forest Reinhardt

John D. Black Professor of Business Administration

Debora L. Spar

Jamie and Josephine Chua Tiampo Professor
of Business Administration

Mitchell B. Weiss

Professor of Management Practice

Andy Zelleke

MBA Class of 1962 Senior Lecturer of Business
Administration

HARVARD KENNEDY SCHOOL

Robert Stavins, Co-Chair

A.J. Meyer Professor of Energy & Economic
Development

Pinar Doğan

Senior Lecturer in Public Policy

John Donahue

Raymond Vernon Senior Lecturer in Public Policy
MPP Program Faculty Chair

John Haigh

Co-Director of the Mossavar-Rahmani Center
for Business and Government and Lecturer in
Public Policy

Debra Isaacson

Senior Associate Dean
Degree Programs and Student Affairs

Cate Lagueux

MPP Director

Dutch Leonard

George F. Baker Jr. Professor of Public Management

Dani Rodrik

Ford Foundation Professor of International
Political Economy
MPA/ID Program Faculty Chair

Richard Zeckhauser

Frank Plumpton Ramsey Professor
of Political Economy



HARVARD Kennedy School
JOHN F. KENNEDY SCHOOL OF GOVERNMENT

UPDATED 9/2023

JOINT AND CONCURRENT DEGREE PROGRAMS

Degree Programs and Student Affairs
Harvard Kennedy School
79 John F. Kennedy Street
Cambridge, Massachusetts 02138

WWW.HKS.HARVARD.EDU/JOINT-CONCURRENT | JOINTCONCURRENTDEGREES@HKS.HARVARD.EDU