



**BALL STATE
UNIVERSITY**

MGT 491

Business Policy and Strategic Management

Last Updated: January 2, 2026

I reserve the right to change any parts of this current syllabus.

Semester:	Spring 2026	Modality:	Face-to-Face
Meet Time	Section 1: MWF from 2:00 to 2:50 pm Section 5: MWF from 1:00 to 1:50 pm	Classroom:	Section 1: WB 213 Section 5: WB 138
Professor:	Wei Hua, Ph.D., Ed.M. Pronunciations: WAY HU-a 花伟 (simplified Chinese) He/ Him/ His	Office:	WB 241
		Office Hours:	MWF 3:00 am-5:00 pm & by appointment (in-person or via Zoom)
		Email:	Wei.Hua@bsu.edu

Course Description

This course brings together knowledge from various areas of business to develop a comprehensive understanding of strategy and policy in business organizations. Students will learn how to analyze/ evaluate, create, and implement strategies that help organizations adapt to their industrial, national, and global environments in the quest for above-average returns.

The course emphasizes real-world application through case studies, focusing on strategic decisions that drive organizational success. Typically taken in the final semester, this required capstone course equips students across all AACSB-accredited undergraduate business programs in the Miller College of Business with the tools and insights needed to navigate complex business challenges and lead effectively in a competitive marketplace.

Student Learning Outcomes

1. Define a business problem or challenge;
2. Perform a business situation analysis;
3. Solve business problems by describing, evaluating, and selecting the appropriate business and corporate level strategies;
4. Describe the means by which firms implement strategies;
5. Describe ethical issues managers face and how organizations can meet their ethical responsibilities;
6. Communicate business information effectively.

Required Textbook

Hitt, M. A., Ireland, R. D., Hoskisson, R. E., & Harrison, J. S. (2024). ***Strategic management: Competitiveness and globalization [concepts and cases]*** (14th edition). Cengage Learning. [ISBN: 9780357716878]

- *Supplementary readings (if any) will be provided via Canvas®.*

Course Structure

My evaluations of the various course requirements are weighted as follows:

Attendance and Participation (Random 10 x 16 pts)	160 pts	20%
Weekly Quizzes (10 x 16 pts)	160 pts	20%
The “ETS Exam” per Miller College Mandate	80 pts	10%
Periodical Exams (100 pts x 2)	200 pts	25%
Group Capstone Project and Presentation	200 pts	25%
Total	800 pts	100%

Grading Scale

Letter grades for this course will be assigned as follows:

A+ = 97 to 100%	A = 90 to 96.5%
B+ = 87 to 89.5%	B = 80 to 86.5%
C+ = 77 to 79.5%	C = 70 to 76.5%
F < 70%	

- By design, you need to achieve at least a C to pass this course. However, also by design, so long as you genuinely do your work (i.e., submit all assignments on time, attend all classes, and take advantage of all credit opportunities), it is extremely difficult to fail this course.
- In-between grades (e.g., 89.7%, 79.8%, and 69.6%) may be automatically rounded up at the instructor’s discretion ONLY for students who have demonstrated positive and responsible learning behaviors throughout the semester.
- Please be warned that I do not make unjustified alterations to grades. Additionally, those who request an unwarranted/ undeserved grade modification will see a downgrade in their grade, for instance, an A would become a B, a B to a C, and so on.

Attendance & Participation Policy

Attendance is always expected. Attendance will be taken at random for a total of 13 times over the semester. Your 10 highest scores are counted toward your final attendance and participation grade. Active participation during class is also expected and may be factored into your scores at the instructor’s discretion.

I do not permit “excused absences.” The only exception to this rule is university athletes or student representatives participating in official university businesses, with official endorsement from the university/ college. All other circumstances (e.g., bereavement, medical/ personal emergency, sickness, wedding) are covered by the “10 out of 13” rule above. This means you should use your three “free absences” wisely and not waste them on insignificant things such as a “sleeping-in.” Furthermore, if you experience a sudden or unexpected onset of a long-term condition requiring a temporary pause or withdrawal from the university, I am happy to issue an incomplete grade following university policies and procedures.

Exams must be taken on the dates designated by the instructor. In general, a make-up exam is not granted unless, on a case-by-case basis, 1) there is a documented extreme circumstance and 2) the instructor is notified sufficiently in advance. Any make-up exam will be given at the end of the semester and will not be identical to the original exam (no exceptions).

In addition, an exam review may be given prior to each exam at the instructor's discretion. If you do not attend the class session in person, you do not get the review. Please do not expect me to "email you a pdf." Please do not ask for exceptions, as such requests will not be returned.

The "ETS Exam" Mandated by Miller College of Business

Each spring, students enrolled in the on-campus MGT 491 classes are required by the Miller College of Business to take the ETS major field test. This is a national exam designed to test mastery of basic business concepts.¹ **Your performance in this exam assists Miller College in maintaining its accreditation, which is vital to the value of your degree.** The ETS exam will be held outside of class time. More details will be provided later in the semester directly by Miller College. Students will be expected to independently sign up for the exam and take the exam as scheduled.

Per Miller College policy, the exam is worth **a total of 10% of the course grade**. Taking the exam and making a sincere effort is worth 5%, scoring above the 50th percentile is worth an additional 2.5%, and scoring above the 70th percentile is worth another 2.5%.

Electronic Device Usage

I am tired of students watching TikTok or online shopping during class sessions. Excessive usage of electronic devices during class sessions will result in point penalties at the instructor's discretion.

In addition, unauthorized recording in any form (e.g., audio, photo, transcription, video) is strictly prohibited and may result in dismissal from the course, plus additional university-level consequences.

Grade Monitoring and Adjustment

It is your primary responsibility to make sure your grade is accurate. Please check your grade frequently and let me know immediately if there are any legitimate concerns or issues. You only have two weeks (from the date of grade posting) to request a grade adjustment.

Extra Credits

Opportunities for extra credits may (or may not) present themselves during the semester. Please do not rely on extra credits to "bump" up your grade.

Communication Etiquette

All email communications to the professor must be written in a professional manner. They should have an appropriate greeting (e.g., Dear **Professor Hua**), a clear, concise, and professionally drafted message, and an appropriate salutation (e.g., Cordially, the student's name). The email will be returned in *24 to 48 business hours*. However, any messages that are not professionally formatted will not be returned. And all responses to an email chain should remain in the same professional format.

¹ For more information about the exam, see <https://www.ets.org/pdfs/mft/bachelors-deg-bus-test-description.pdf> and <https://www.ets.org/pdfs/mft/bachelors-deg-bus-sample-questions.pdf>

University Statement

We are committed to ensuring that all members of the community are welcome, through valuing the various experiences and worldviews represented at Ball State and among those we serve. We promote a culture of respect and civil discourse. If you need course adaptations or accommodations because of a disability, please contact the instructor of record as soon as possible. Ball State's Disability Services Office coordinates services for students with disabilities; documentation of a disability needs to be on file in that office before any accommodations can be provided. Disability Services can be contacted at 765-285-5293 or dsd@bsu.edu.

Freedom of Expression

In this course, we are committed to fostering a learning environment that values intellectual diversity, encourages free expression, and promotes open inquiry. As members of the Ball State Community, we treat each person in the Ball State community with civility, courtesy, compassion, and dignity and respect and learn from differences in people, ideas, and opinions. Please review Ball State University's Statement on Freedom of Expression, the resources on Ball State's Freedom of Expression webpage, and Ball State's Beneficence Pledge.

Assurance of Learning

The Miller College of Business is committed to ensuring that every graduating with a business degree is competent in five areas that are crucial to success in business. These learning goals can be easily remembered with the acronym **C-KITE** (Communication, Knowledge, Integration, Technology, and Ethics).

Communication: Miller College Graduates will be able to communicate appropriately in a professional context. Specifically, they will be **effective oral communicators** who can: organize a presentation; use transitions; avoid verbal pauses; maintain audience interest; use eye contact, body language, and use visual aids effectively **effective written communicators** who can: introduce the main idea; provide closure consistent to the main idea; use content to support the main idea; use transitions and emphases; maintain connections between ideas; use organizational structure effectively (paragraphs, flow); effectively use diction and conventions; and avoid spelling and grammatical errors.

Knowledge: Miller College Graduates will demonstrate basic knowledge in

- Operations
- Marketing
- Finance
- Management
- Accounting
- Economics

Integration: Miller College Graduates will be able to integrate business knowledge in decision making. They will be able to

- Identify issues confronting the organization
- Synthesize and analyze available information
- Draw well-reasoned inferences and judgments for courses of action
- Design a plan for implementing the course of action

Technology: Miller College Graduates will be able to obtain, manage and communicate data effectively. They will be able to

- Analyze data for information to support decision-making using technology
- Identify common data security risks and safeguards
- Use common cloud technologies to collaborate on projects effectively

Ethics: Miller College Graduates will be able to recognize ethical dilemmas. They will demonstrate an ability to

- Identify an ethical dilemma in a business situation
- Identify relevant stakeholders
- Assess potential consequences to the stakeholders
- Recognize the importance of making ethical decisions

In this class, you will demonstrate

- **Communication**, by generating written responses
- **Knowledge**, by mastering strategic management concepts
- **Integration**, by utilizing appropriate strategy frameworks to integrate knowledge and make decisions
- **Ethics**, by reading a business case and identifying and recommending solutions to a business problem