NYU STERN
NEW YORK UNIVERSITY LEONARD N. STERN SCHOOL OF BUSINESS

Strategy and Innovation in China

Professor Christina Fang

MGMT-GB 2143 30. Online. Wednesdays: 7-9pm (3/25/2026 - 4/29/2026)

Professor Fang: 7-62 KMC, phone: 212-998-0241, email: cfang@stern.nyu.edu
Office Hours: By appointment.

Course Overview

China is already the world's biggest economy by purchasing power parity. As its power and interests rise to prominence on the world stage, America faces its first serious competitor since it overtook Britain in the 19th century. The dynamics around rivalry, cooperation and competition will define the political, economic and business trajectory and outlook for the rest of the world. In today's increasingly globalized economy, understanding China is essential for global success.

The goal of the course is to equip students with a better understanding of the strategy and innovation lessons from China. In particular, we discuss cutting-edge innovations in important industries ranging from social media, E-commerce, EV to AI and Fintech. While our focus is China, you will find that the principles of strategy and innovation are generally applicable elsewhere. Whether your goal is to do business in China and beyond, or to better compete with Chinese firms in your existing industry here in the US, you will find the course informative, relevant and timely.

Course Materials

Articles and Cases	
Book Chapters	AI Superpowers: China, Silicon Valley, and the New World Order. Kai-Fu Lee. Chapters 1-5. *Note: A pdf of this book is available here: https://drive.google.com/file/d/1pshtn9t7P0v4MH7tqQyCkIOgM5ESwt6S/view*

How to Prepare

Go to BrightSpace → Content. There are 7 lesson pages, and on each lesson page, you will see a sequence of recommended activities both before and after classes. I will continually update these Content pages. So make sure you check them regularly.

- You should start with the readings and cases assigned. Guide your reading with the study questions posted (on each lesson page), and try to answer them as you review your understanding of the case. These study questions will also be the focus of our class discussions.

- Please deal with the cases as you find them; there is no need to seek outside or post-case data on the firm or industry. If you already have such information from previous experience, this can be very useful in case discussion. Please let me know about it in advance, and I will make a point to call on you at the appropriate time.

- I will deliver "mini-lectures" to set the stage or summarize important concepts. I will also provide key takeaways from case discussions. All slides will be available on BrightSpace.

Grading

Required	Engagement and participation (in class and on Discussion Forum)	30%
	Group Project (last class)	50%
	Base grade	**80%** (B+ maximum)
Optional	Individual memo to your CEO	**20%** (0,1,2 letter grade increases)
Total		**100%**

- ***Engagement and Participation (30%, Individual)***
  Please come prepared to share your ideas and critically interpret the perspectives presented by others. In addition, you can also contribute to the Discussions page (BrightSpace). The two are not substitutes but supplements. ***We will depend on everyone's active involvement to generate a diverse variety of perspectives, sharpen key arguments and make the class a successful learning journey***.

- ***Group Project (50%, Group)***
  Assume the role of a senior investment analyst. A client has approached you for advice on possible investment opportunities on the firm above. Evaluate the industry the firm is in. Analyze whether the firm's business is promising given its business model, and its strengths and weaknesses. Finally, would you advise your client to go ahead? Before class, get into assigned teams, do research on your assigned firms. Deliverable: 1) 1-4 powerpoint slides; and 2) 4 min quick presentation + 1 min Q&A (5 min in total) to your client during the last class. Assignment of teams to firms is here in the Who's who document:

- ***Final Paper (20%, Individual, Optional)***
  The take home final paper is optional. It represents 'extra credit', and can raise your grade by 0, 1 or 2 letter grades – e.g. from a B+ to an A, or a B- to a B+. Submitting the optional paper does NOT guarantee a higher grade. It is due two weeks after the final class.

  Drawing on learnings from this course and experience with your current/last/future job, draft an internal memo to your CEO. This memo should first assess the challenges and opportunities posed by innovative practices and products from China to your specific firm. Then you can suggest concrete ways to 1) positively respond to these challenges and/or 2) proactively exploit opportunities that are also feasible. Suggested length: 2 pages (max) single-spaced. Papers will be graded on 1) clarity of writing; 2) persuasiveness of argument (e.g. use of quantitative data) and 3) specificity (i.e. leverage your own idiosyncratic understanding/background).

- *All students on track for something lower than a B- will be contacted by me before the final class*.

Policies and Logistics

Use of Electronics: We will use Google docs to collaborate on group discussions. As such, you will need laptops or tablets (with keyboards) to work effectively in class.

Attendance and Lateness: Attendance is required and part of the participation grade. Late arrival or early exit hampers your ability to learn the material, impacts your grade through missed participation opportunities, and disrupts the flow of the class.

Honor Code: As members of our community, all students are expected to maintain and abide by the highest standards of professional conduct and behavior, as set out in our Academic Integrity Policies as well as the NYU Stern Student Code of Conduct. *Collaboration of any kind is prohibited on individual assignments.*

Students with Disabilities: Please contact the Moses Center for Students with Disabilities (CSD, 998-4980) and me as soon as possible.

Course Schedule - see BrightSpace → Content for details.

	Date	Topic
Meeting 1	3/25/2026	China's Macro Economic Environment and Current Strategy Landscape
Meeting 2	4/1/2026	E-commerce and Fintech: Pinduoduo and Ant Financial
Meeting 3	4/8/2026	Social Media: Tencent/Wechat
Meeting 4	4/15/2026	AI: Tiktok
Meeting 5	4/22/2026	Manufacturing: BYD vs Foxconn
Meeting 6	4/29/2026	Doing Business in China - the MNC perspective