

**Michelle P LEE**

Lee Kong Chian School of Business  
 Singapore Management University  
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**Education**

PhD, Marketing (2001), *Rotman School of Management, University of Toronto, Canada*

Dissertation title : The Effect of Direction of Attention, Repetition and Fluency on Brand Attitude and Choice.”

Dissertation co-supervisors : Andrew A. Mitchell and Carolyn Yoon

B.Comm (1995), *Faculty of Management, University of Toronto, Canada*

Specialist : Commerce and Finance  
 Major : Economics  
 Minor : Psychology

**Academic Appointments**

- Associate Provost, Undergraduate Education, SMU (Jul 2021 - Present)
- Academic Director, SMU-SUTD Double Degree Programme, SMU (Jul 2018 - Jun 2023)
- Associate Dean (Undergraduate Programmes), Lee Kong Chian School of Business, SMU (Jul 2017 - Jun 2021)
- Associate Professor of Marketing (Education), Lee Kong Chian School of Business, SMU (Jul 2011 - Present)
- Academic Director, Accreditation, Lee Kong Chian School of Business, SMU (Jul 2010 - Jun 2017)
- Assistant Professor of Marketing (Education), Lee Kong Chian School of Business, SMU (Jul 2010 - Jun 2011)
- Assistant Professor of Marketing, Lee Kong Chian School of Business, SMU (Jul 2000 - Dec 2008)
- Instructor, Erindale College, University of Toronto (Jan 1998 - Jan 1999)

**Awards and Honors**

- Curtis Tate Best Paper Award, North American Case Research Association, 2025
- SMU Excellent Teacher Award Nominee, 2025
- National Day Award – Long Service Medal, Prime Minister’s Office, 2025
- Dean's Teaching Honour List, Lee Kong Chian School of Business, SMU, 2025
- Dean's Teaching Honour List, Lee Kong Chian School of Business, SMU, 2024
- Dean's Teaching Honour List, Lee Kong Chian School of Business, SMU, 2023
- Dean's Teaching Honour List, Lee Kong Chian School of Business, SMU, 2022
- Dean's Teaching Honour List, Lee Kong Chian School of Business, SMU, 2021
- Dean's Teaching Honour List, Lee Kong Chian School of Business, SMU, 2020
- Dean's Teaching Honour List, Lee Kong Chian School of Business, SMU, 2019
- Dean's Teaching Honour List, Lee Kong Chian School of Business, SMU, 2016
- Dean's Teaching Honour List, Lee Kong Chian School of Business, SMU, 2013
- Dean's Teaching Honour List, Lee Kong Chian School of Business, SMU, 2012
- Dean's Teaching Honour List, Lee Kong Chian School of Business, SMU, 2011
- Dean's Teaching Honour List, Lee Kong Chian School of Business, SMU, 2010
- Dean's Teaching Honour List, Lee Kong Chian School of Business, SMU, 2009
- Dean's Teaching Honour List, Lee Kong Chian School of Business, SMU, 2007

- Dean's Teaching Honour List, Lee Kong Chian School of Business, SMU, 2006
- Dean's Teaching Honour List, Lee Kong Chian School of Business, SMU, 2005
- Dean's Teaching Honour List, Lee Kong Chian School of Business, SMU, 2004
- National Day Award - Public Administration Medal (Bronze), Prime Minister's Office, 2016
- Exemplary Institutional Review Board (IRB) Committee Member Award, 2014
- National Day Award - Commendation Medal, Prime Minister's Office, 2010
- Lee Foundation Fellowship, Singapore Management University, 2000
- Doctoral Consortium Fellow, American Marketing Association, 1999
- Ontario Graduate Scholarship, Government of Ontario, 1997
- Female Doctoral Grant, University of Toronto, 1995
- University of Toronto Fellowship, University of Toronto, 1995
- Bachelor of Commerce, Graduation with High Distinction, University of Toronto, 1995

## RESEARCH

### Publications

#### Journals (Refereed)

- "Marou Faiseurs De Chocolat: Growing a sustainability-focused bean-to-bar brand", by LEE, Michelle P.; RAMASWAMI, Seshan. (2024). *Case Research Journal*, 44 (1).
- "Blind spots in African management education: An examination of issues deserving greater attention", by LEE, Michelle P.; THOMAS, Howard; THOMAS, Lynne; WILSON, Alexander. (2018). *Africa Journal of Management*, 4 (2), 158-176.
- "Money, time, and the stability of consumer preferences", by LEE, Leonard; LEE, Michelle P.; BERTINI, Marco; ZAUBERMAN, Gal; ARIELY, Dan. (2015). *Journal of Marketing Research*, 52 (2), 184-199.
- "Future scenarios for management education", by THOMAS, Howard; LEE, Michelle P.; WILSON, Alexander. (2014). *Journal of Management Development*, 33 (5), 503-519.
- "Disambiguating the role of ambiguity in perceptual assimilation and contrast effects", by LEE, Michelle Pui Yee; Suk, K.. (2010). *Journal of Consumer Research*, 36 (5), 890-897.
- "Consumer decision making and aging: Current knowledge and future directions", by YOON, Carolyn C.; COLE, Catherine A.; LEE, Michelle P. (2009). *Journal of Consumer Psychology*, 19 (1), 2-16.
- "An integration of perspectives on aging and consumer decision making", by COLE, Catherine A.; LEE, Michelle P.; YOON, Carolyn C.. (2009). *Journal of Consumer Psychology*, 19 (1), 35-37.
- "Age and optimal time of day effects on persuasion", by Yoon, Carolyn C.; LEE, Michelle P.; Danziger, Shai. (2007). *Psychology and Marketing*, 24 (5), 475-495.
- "Procedural priming effects on spontaneous inference formation", by KIRMANI, Amna; LEE, Michelle P.; YOON, Carolyn C.. (2004). *Journal of Economic Psychology*, 25 (6), 859-875.

#### Journals (Non-Refereed)

- "Singapore Management University (SMU): Tracking the strategy evolution of a start-up university", by LEE, Michelle P.; THOMAS, Howard; WILSON, Alexander. (2022). *Global Focus: Annual Research Issue*, 1, 67-73.
- "Africa: The management education challenge", by THOMAS, Howard; LEE, Michelle P.; THOMAS, Lynne; WILSON, Alexander. (2017). *Global Focus- European Foundation for Management Development*, 11 (2), 70-75.
- "Does Africa need an "African" management education model?", by THOMAS, Howard; LEE, Michelle; THOMAS, Lynne; WILSON, Alexander. (2016). *Global Focus- European Foundation for Management Development*, 10 (2), 58-63.
- "Business school evolution: Media insights and the future outlook", by GOH, Gillian; LEE, Michelle P.; THOMAS, Howard. (2013). *Global Focus- European Foundation for Management Development*, 7 (2), 32-36.

Books and Book chapters

- “When money fails to talk: Unintended consequences of using monetary incentives to elicit sustainable behaviours”, by LEE, Michelle P.. (2022). In Gerard George, Martine R. Haas, Havovi Joshi, Anita M. McGahan, & Paul Tracey (Ed.), *Handbook on the business of sustainability: The organization, implementation, and practice of sustainable growth* (pp. 543-560) Cheltenham: Edward Elgar.
- “Creating a New Management University: Tracking the Strategy of Singapore Management University (SMU) in Singapore (1997-2019/20)”, by THOMAS, Howard; WILSON, Alexander; LEE, Michelle P (2022). UK: Routledge, Taylor & Francis.
- “Africa: The future of management education”, by THOMAS, Howard; LEE, Michelle P.; THOMAS, Lynne; WILSON, Alexander. (2017). Bingley: Emerald Publishing.
- “Africa: The management education challenge”, by THOMAS, Howard; LEE, Michelle P.; THOMAS, Lynne; WILSON, Alexander. (2016). Bingley: Emerald.
- “Securing the future of management education: Competitive destruction or constructive innovation?”, by THOMAS, Howard; LEE, Michelle P.; THOMAS, Lynne; WILSON, Alexander. (2014). Bingley: Emerald.

Cases

- “Funding societies: Using fintech to support small businesses in Singapore”, by LEE, Michelle; CHANG, Hannah H.; MUKHERJEE, Anirban (2020).
- “Singapore Management University: Marketing a Master of Business Administration Programme”, by RAMASWAMI, Seshan; LEE, Michelle; CHAN, Chi Wei (2019).
- “Pyra: Delighting millennials with beauty in a subscription box”, by CHANG, Hannah H.; LEE, Michelle; MUKHERJEE, Anirban (2017).

Manuscripts under review

- “The decimal expansion effect: How the number of decimal places in numerals influences judgments of magnitude”, with SUK, Kwanho.
- “Context effects of product line structure: The impact of product line quality range and skewness”, with RAMASWAMI, Seshan.

Data collection in progress

- “Social norms and emotional debt as drivers of sustainable behaviour”, with SUK, Kwanho.

Conference Proceedings

- “Identifying blind spots, dominant logics and critical Issues for the future of management education”, by LEE, Michelle P.; THOMAS, Howard; THOMAS, Lynne; WILSON, Alexander. (2017). *BAM2017 Conference Proceedings*, Warwick: British Academy.
- “The stability of time versus money valuations”, by LEE, Leonard; LEE, Michelle P.; ZAUBERMAN, Gal. (2010). *Advances in Consumer Research Conference 2010*, (pp. 134-137) Provo, UT: Association for Consumer Research.
- “Forced-anchoring: A method for eliminating anchoring biases in context-induced contrast effects”, by LEE, Michelle P.; SUK, Kwanho; THURBER, William. (1999). *Advances in Consumer Research Conference 1999*, Columbus, Ohio: Association for Consumer Research.

Conference Papers

- “Identifying blind spots, dominant logics and critical issues for the future of management education”, by THOMAS, Howard; LEE, Michelle P.. (2014). EFMD Higher Education Research Conference, Stockholm, Sweden.
- “The stability of time- versus money-based product evaluations”, by LEE, Leonard; LEE, Michelle P.; ZAUBERMAN, Gal. (2011). La Londe Conference in Marketing Communications and Consumer Behaviour, La Londe les Maures, France.
- “The stability of time- versus money-based product evaluations”, by LEE, Leonard; LEE, Michelle P.; ZAUBERMAN, Gal. (2011). Society for Consumer Psychology Winter Conference 2011, Atlanta, GA.

- “The stability of temporal vs. monetary valuations”, by LEE, Leonard; LEE, Michelle Pui Yee; ZAUBERMAN, Gal. (2010). Society for Judgment and Decision Making Annual Meeting, St. Louis, MO.
- “The stability of time versus money valuations”, by LEE, Leonard; LEE, Michelle P.; ZAUBERMAN, Gal. (2009). Association for Consumer Research Conference, Pittsburgh, PA.
- “The inferential effects of product line range on brand choice”, by RAMASWAMI, Seshan; LEE, Michelle P. (2008). INFORMS Marketing Science Conference, Vancouver, British Columbia.
- “Retrospective preference for variety : An ease of retrieval perspective”, by LEE, Michelle P.; KAHN, Barbara; VARGHESE, Susheela. (2005). Association for Consumer Research Conference, San Antonio Texas.
- “Retrospective preference for variety : An ease of retrieval perspective”, by LEE, Michelle P.; KAHN, Barbara; VARGHESE, Susheela. (2005). Society for Consumer Psychology Winter Conference, St. Pete Beach, FL.
- “Persuasion implications of age-related differences in processing”, by YOON, Carolyn C; LEE, Michelle P. (2003). Society for Consumer Psychology Winter Conference, New Orleans.
- “Gender differences in processing pictures in verbal message: The influence of pictorial ambiguity or relational coherence”, by MEYER-LEVY, Joan; YOON, Carolyn C.; LEE, Michelle P. (2000). Association for Consumer Research Conference, Salt Lake City, Utah.
- “The effects of attention and ad repetition on implicit memory for brand names”, by LEE, Michelle P.; YOON, Carolyn C. (1999). Society for Consumer Psychology Conference, St. Petersburg, Florida.
- “Age differences in processing of pictorial and verbal information across time of day: Implications for persuasion”, by YOON, Carolyn C.; LEE, Michelle P. (1998). Cognitive Aging Conference, Atlanta, GA.
- “Age differences in processing of pictorial and verbal Information across time of day: Implications for persuasion”, by YOON, Carolyn C.; LEE, Michelle P. (1997). Association of Consumer Research Conference, Denever, Colorado.

#### Conference Presentations & Posters

- “Keynote address: Impact of AI on education”, by LEE, Michelle P. (2025). Emerging Library Leaders' Summer School for Asia Pacific (ELLSSA), Singapore.
- “The decimal expansion effect: How the number of decimal places in a numeral influences judgments of magnitude”, by SUK, Kwanho; LEE, Michelle P. (2025). Korean Society of Consumer Studies, CheonAn, Korea.
- “On the design of marketing interventions that encourage eco-friendly behaviour: A conceptual review”, by RAMASWAMI, Seshan; LEE, Michelle P. (2019). Society for Judgment and Decision Making Annual Conference, Montreal, Canada.
- “The role of liberal arts in business education”(2021). Global Business School Network (GBSN) Beyond 2021.
- “Liberal management education and the humanities: Perspectives from both undergraduate and postgraduate programmes (2021). EFMD Annual Conference.
- “Sustainable consumption” (2021). Temasek Foundation Youth Ecosperity Dialogue.

#### Op-ed

- “Clicking ‘add to cart’ may spark joy for now. Don’t expect it to last”, by LEE, Michelle P. (Dec 16, 2024). The Straits Times.
- “Time to take a hard look at curbing consumerism”, by LEE, Michelle P. (Aug 26, 2024). The Straits Times.

#### Media interviews

- “Is using Gen AI for schoolwork and tests cheating?” (Jul 3, 2025). The Usual Place Podcast, The Straits Times.
- “Climate Connections: Are you underconsuming what you have?” (Dec 13, 2024). Money FM 89.3, SPH Media.
- “神秘盒蕴藏惊喜 圣诞倒数日历走俏” (Dec 26, 2024). Channel 8, CNA.

## Research Grants

- “Investigating the Psychology of Consumer–AI Interaction for the Design and Development of AI-based Products and Services”, Academic Research Fund (AcRF) Tier 2, Ministry of Education (MOE) , PI (Project Level): Hannah H. CHANG , Co-PI (Project Level): Michelle P LEE, 2022, S\$410,169
- “How to Persuade the "Crowd" to Support Your Entrepreneurial Venture”, Academic Research Fund (AcRF) Tier 2, Ministry of Education (MOE) , PI (Project Level): Hannah H. CHANG , Co-PI (Project Level): CHENG Chi-Ying, WANG Heli, Michelle P LEE, 2018, S\$354,624
- “Two-Sidedness in Marketing Communication Messages Contrasting Refutation in Consumer Reviews and Ads”, SMU Internal Grant, Ministry of Education (MOE) Tier 1 , PI (Project Level): Susheela VARGHESE, 2003, S\$31,550
- “Conceptual & perceptual fluency as antecedents of the mere exposure effect”, SMU Internal Grant, Ministry of Education (MOE) Tier 1 , PI (Project Level): Michelle P LEE, 2001, S\$25,038

## TEACHING

### Courses Taught

Undergraduate Programme (Bachelor of Business Management):

- Marketing
- Marketing Strategy
- Sustainable Marketing

Master’s Programme (Master of Science in Management):

- Marketing for a Sustainable World

Executive Development:

- Sustainable Consumption, *Sustainability Strategies for the Green Economy* programme
- History of SMU, *United Board Fellows* programme
- AI’s Impact on Universities, *United Board Fellows* programme

PhD Programme (Marketing):

- Behavioural Decision Research for Marketing Practice
- Consumer Behaviour

## UNIVERSITY SERVICE

- University Curriculum Committee (Chairperson) (Jul 2021 - Present)
- University Education Committee (Jul 2021 - Present)
- Undergraduate Financial Assistance Committee (Feb 2022 - Present)
- Undergraduate Core Curriculum Review & Enhancement Taskforce (Mar 2025 – Feb 2026)
- Enterprise MOOC Project Steering Committee (Feb 2024 – Dec 2025)
- SMU 25<sup>th</sup> Anniversary Taskforce (Sep 2023 – Dec 2025)
- LKCSB Standing School Evaluation Committee (Jul 2016 - Present)
- LKCSB Scholarship Committee (Mar 2019 – Feb 2026)
- LKCSB Marketing Group Term-track recruitment (Feb – Nov 2023; Dec 2024 – Jun 2025)
- LKCSB Teaching Excellence Committee (Jul 2017 - Apr 2024)
- Student Success Centre Steering Committee (Deputy Chairperson) (Jul 2021 - Dec 2022)
- Gender Equity Task Force (Apr 2021 - Jun 2022)
- University Curriculum Committee (Jul 2017 - Jun 2021)
- SUTD-SMU Collaboration Management Committee (Apr 2017 - Jun 2023)
- Core Curriculum Committee (Jun 2018 - Jun 2021)
- BRC-UG Implementation Committee (May 2018 - Apr 2020)
- 2020 Concepts Task Force (Apr 2020 - Dec 2020)
- Assurance of Learning Committee (Aug 2017 - Aug 2019)

- School Curriculum Task Force (Chairperson) (Jun 2018 - Dec 2018)
- Faculty Task Force (Oct 2017 - Mar 2018)
- Emergency Preparedness for Teaching and Learning Committee (Jul 2017 - Jun 2018)
- Assurance of Learning Standing Committee (Jan 2009 - Jun 2017)
- EAR Internal Committee (Jul 2015 - Apr 2016)
- Institutional Review Board (Jan 2007 - Dec 2014)
- Institutional Review Board (Acting Deputy Chairperson) (Jan 2012 - Feb 2013)
- QAFU Workgroup (Jan 2010 - Sep 2011)
- School Curriculum Committee (Jan 2004 - Dec 2004)

#### **EXTERNAL SERVICE**

- Inter-AU Workgroup on Integration, Ministry of Education (Nov 2022 – Jan 2026)
- AU Lifeskills Framework Workgroup, Ministry of Education (Nov 2021 - Jul 2023)
- Asia Pacific Council, Association for the Advancement of Collegiate Schools of Business (AACSB) (2016 – 2019)