

Low Chin Heng, Ph.D.

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Lee Kong Chian School of Business, Singapore Management University
50 Stamford Rd, Singapore 178899

TEACHING EXPERIENCE

- Jul 2025 – Present **Singapore Management University**
Senior Lecturer of Organisational Behaviour & Human Resources (OBHR), Lee Kong Chian School of Business
- Aug 2017 – May 2025 **Singapore Management University**
Adjunct Lecturer of Organisational Behaviour & Human Resources (OBHR), Lee Kong Chian School of Business
- Taught 'Management of People at Work' (Undergraduate programme).
 - Taught 'Employer Branding for HR' (Undergraduate programme).
- May 2021 – Jun 2024 **University of Iowa**
Visiting Lecturer of Tippie College of Business
- Taught 'Introduction to Global Business: Asia Pacific' (Students came to Singapore for their Study Abroad programme).
- Jul 2018 – Jun 2022 **Singapore University of Social Sciences**
Associate Faculty of S R Nathan School of Human Development
- Taught 'Volunteer Management' (Postgraduate programme).
- Feb 2017 – Jul 2017 **Curtin Singapore**
Adjunct Lecturer of Curtin Business School
- Taught 'Human Resource Management' (Undergraduate programme).

RESEARCH EXPERIENCE

- Dec 2016 – Present **Australian National University**
Honorary Research Fellow of Research School of Management
- Connect with researchers for scholarly exchange.
 - Conducted research on psychological contracts, role identities and self-concepts.

SERVICE TO ACADEMIA

- May 2023 – Present Reviewer for Human Relations
- Jan 2019 – Present Reviewer for Small Group Research
- Mar 2013 – Present Reviewer for Journal of International Education in Business
- Jan 2025 – Mar 2025 Reviewer for 85th Annual Meeting of the Academy of Management (AOM 2025)

INDUSTRY EXPERIENCE

- Sep 2017 – Oct 2019 **National Volunteer & Philanthropy Centre**
Deputy Director/Lead, Community Partnerships
- Spearheaded the development of a community development methodology that was customised to the Singapore context and relevant across causes.
 - Managed the development of a network of non-profit community leaders, as a prototype to synergise and multiply strengths across communities for social impact.
 - Supervised the Volunteer Experience Programme, which offered first-time volunteers a curated programme to try out volunteering as a way of giving back to society.
- Nov 2013 – Aug 2017 **Ministry of Trade and Industry (MTI)**
Deputy Director (Futures and Strategy Division – Organisation Development)
- Applied behavioural science principles and processes for improving organisation effectiveness.
 - Conducted research on employee engagement matters to inform evidence-based management.
 - Served as in-house trainer for Organisational Excellence topics.
- Jun 2006 – Oct 2013 **Ministry of Trade and Industry**
Senior Assistant Director (Research and Enterprise Division)
- Managed change project for government agencies to streamline numerous business licences.
 - Brought the agencies' licences on board the Online Business Licensing Service (OBLs) portal for a better licensing experience to businesses.
 - Planned and implemented regular customer service audits and training for front-line government officers across agencies on board the OBLs.
- Oct 2003 – Jun 2006 **Ministry of Trade and Industry**
Assistant Director (Enterprise Division)
- Implemented strategic developments for Singapore's key Government-to-Business (G2B) initiatives.
 - Managed change for government agencies to participate in new G2B e-services.
 - Developed the OBLs with pilot group of government agencies (OBLs won the UN Public Service Award in 2005).
- Aug 1997 – Sep 2003 **SPRING Singapore (now known as 'Enterprise Singapore')**
Manager (Local Enterprise Division)
- Reviewed operational process issues and contributed to resolving a significant portion of them through the Pro-Enterprise Panel Secretariat.
 - Managed the implementation of National Cost of Quality (NCOQ) Programme for local small and medium-sized enterprises, helping them to reduce hidden costs due to wastages and inefficiencies.
 - Managed consultant teams to develop model companies for the NCOQ programme.

EDUCATION

- 2008 – 2013 **University of South Australia**
PhD in Business and Management
- Thesis: 'A career stage perspective to employees' preferred psychological contract contributions and inducements'.
- 2000 – 2004 **University of Leicester**
MBA (Distinction)
- Thesis: 'Agents' Behaviour of Successful Business Alliances'.
- 1993 – 1997 **National University of Singapore**
BSocSc (Honours), Second Class (Upper Division) in Economics
- Thesis: 'Change in Game Rules and Change in Agents' Behaviour'.
- 2007 **Harvard Kennedy School Executive Education**
- Cross-Boundary Governance through Agreements and Standards.

PUBLICATIONS

- Lim, P., Gupta, N., Pinisetti, S.S., **Low, C.H.** (2026). *Elevate: Establishing a Volunteer Management Programme for Uplifting Vulnerable and Economically Disadvantaged Students in India*. SMU-25-0037. https://ink.library.smu.edu.sg/cases_coll_all/548/
- **Low, C. H.**, Wang, J., Lim, P., & Koh, B. (2025). HeroClix®: A Multiplayer Chess Game for Teaching the Fundamentals of Human Capital Management. *Management Teaching Review*, (OnlineFirst).
- Wang, J., Chia, I., **Low, C.H.**, & Lim, D. (2020) Learning about Shared Leadership Through Improvisational Theatre. *Sage Business Cases*. SAGE Publications, Ltd.
- **Low, C. H.**, Bordia, P., & Bordia, S. (2016). What do employees want and why? An exploration of employees' preferred psychological contract elements across career stages. *Human Relations*, 69(7), 1457–1481.
- **Low, C. H.**, & Bordia, P. (2011). A career stage perspective on employees' preferred psychological contract contributions and inducements. *Journal of Management & Organization*, 17(6), 729–746.

PRESENTATIONS IN ACADEMIA

- 2025 **The 85th Annual Meeting of the Academy of Management (AOM), Copenhagen, Denmark**
Presented on 'Hardiness, Optimism and Hope: Longitudinal Study on Building Resilience Through Undergrad Courses'.
- 2023 **2023 INDEX Symposium @ SMU, Singapore**
- Presented on 'Exploring state hope and dispositional optimism as antecedents of hardiness using SMU-XO courses'.
- 2023 **SMU Learning Innovation Festival 2023, Singapore**
- Presented on 'Teaching team dynamics with an escape room'.

- 2022 **International Resilience Revolution Conference 2022, Blackpool, United Kingdom**
- Presented on 'The Cultivation of Hope in Individuals and Their Hardiness'.
- 2021 **34th Australian and New Zealand Academy of Management (ANZAM) Conference, Perth, Australia**
- Presented on 'Toward a model of hardiness development: The effect of hope on hardiness'.
- 2012 **2nd Psychological Contract Meeting, Australian National University, Canberra, Australia**
- Presented on 'A career stage perspective to employees' preferred psychological contract contributions and inducements'.
- 2011 **International Employment Relations Association (IERA) 18th Biennial Conference, Singapore**
- Presented on 'Career stage perception and preferred psychological contract elements: an exploratory study on Singapore public sector employees'.
- 2009 **23rd Australian and New Zealand Academy of Management (ANZAM) Conference, Melbourne, Australia**
- Presented on 'A career stage perspective to employees' preferred psychological contract inducements'.

AWARDS

- Singapore Management University Teaching Excellence (Outstanding Adjunct) Award 2024.
- Singapore Management University Teaching Excellence (Outstanding Adjunct) Award 2021.
- Singapore Management University LKCSB 5-Year Long Service Award for Adjunct Faculty.
- Singapore Management University LKCSB Dean's Teaching Honour List (Annually from Academic Year 2018–2019 to Academic Year 2024–2025).
- Singapore Management University Top 10 Adjunct Teaching Award (Academic Year 2017–2018).
- Singapore University of Social Sciences Award for Teaching Excellence 2022 (Honourable Mention).
- National Day Awards 2015: Commendation Medal (for distinguished performance, competence and devotion to duty).
- University of South Australia International Graduate School of Business (IGSB) Doctoral Scholars Award 2011.
- University of South Australia IGSB Doctoral Scholars Award 2009.