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Education

Ph.D. (Dr. rer. soc.) in Sociology and Development Planning, University of Bielefeld, Germany, 1990
Master of Arts in Sociology and Development Planning, University of Bielefeld, Germany, 1987

Academic Appointments

Professor of Organisational Behaviour & Human Resources (Education), Lee Kong Chian School of Business, SMU, July 2012 - Present
Practice Associate Professor of Organizational Behaviour & Human Resources, Lee Kong Chian School of Business, SMU, January 2005 - June 2012
Practice Associate Professor of Management, Lee Kong Chian School of Business, SMU, Jul 2001 - Dec 2004
Assistant Professor, Department of Management & Organisation, Faculty of Business Administration, National University of Singapore, Singapore, January 2000 - December 2001
Coordinator of Applied Sociology Program (Master of Social Sciences), Department of Sociology, National University of Singapore, Singapore, January 1999 - December 2000
Senior Fellow, Department of Sociology, Faculty of Arts & Social Sciences, National University of Singapore, Singapore, January 1998 – December 2000
Coordinator of Interdisciplinary Study Group 'Asian Business Networks', Centre for Advanced Studies, National University of Singapore, Singapore, January 1998 - December 2000
Teaching Fellow, Department of Organisational Behaviour, Faculty of Business Administration, National University of Singapore, Singapore, January 1994 - December 1995
Lecturer, Social Science Department, Centre for Development Research, Cologne University, Germany, January 1990 - December 1993
Visiting Associate, Institute of Southeast Asian Studies, Singapore, January – July 1988 / October - December 1989
Research Fellow and Staff Member, Sociology of Development Research Centre, University of Bielefeld, Germany, January 1987 – December 1989

Academic Administrative Positions

Fellow, SMU Academy, Singapore Management University, Singapore, January 2017 - December 2019

Academic Director, Master of Science in Innovation, Lee Kong Chian School of Business, SMU, July 2013 - June 2018

Area Coordinator, Organisational Behaviour & Human Resources, Lee Kong Chian School of Business, SMU, July 2011 - June 2014

Administrative Coordinator, Lee Kong Chian School of Business, SMU, July 2011 - June 2012

Coordinator of SMU's Leadership & Team-Building (LTB) Group of Instructors, Organisational Behaviour & Human Resources, Lee Kong Chian School of Business, SMU, Singapore, July 2008 - August 2010

Coordinator of SMU's Leadership & Team-Building (LTB) Group of Instructors, Organisational Behaviour & Human Resources, Lee Kong Chian School of Business, SMU, Singapore, July 2006 - June 2010

Area Coordinator, Organisational Behaviour & Human Resources, Lee Kong Chian School of Business, SMU, Singapore, April 2004 - July 2006

Area Coordinator, Management, Lee Kong Chian School of Business, SMU, Singapore, June 2003 - March 2004

Other Positions and Affiliations

Director (Pengarah) / Consultant, Human Resources Development Council (funded by both the German and Malaysian Governments under the German CIM-Programme), Ministry of Human Resources, Malaysia, January 1995 - December 1999

Awards and Honors

Nominee, Outstanding Graduate Supervisor Award, Singapore Management University, 2025

Dean's Teaching Honour List, Lee Kong Chian School of Business (Undergraduate Programmes), Singapore Management University, 2025

Faculty / Staff Contribution to Student Life Award (Individual), Singapore Management University, 2017

Nominated for SMU's Innovative Teacher Award, Singapore Management University, 2015

Outstanding Review Award, Emerald Literati Network 2012 Award for Excellence, 2012

Nominated for SMU's Distinguished Teacher Award, Singapore Management University, 2010

Winner of SMU's Most Innovative Teacher Award, Singapore Management University, 2009

Nominated for SMU's Special Award for Innovation, Singapore Management University, 2008

Dean's Teaching Honor List, Lee Kong Chian School of Business, Singapore Management University, 2007

Nominated for 2003 Carolyn Dexter All-Academy Award for Internationalizing the Academy, Academy of Management, 2003

Fellowship - Salzburg Seminar, Session 373 'China and the Global Community', Freeman Foundation, 1999

Graduate Fellowship, German Academic Exchange Service, DAAD, Institute of Southeast Asian Studies in Singapore, 1990

Graduate Fellowship, Volkswagen Foundation, University of Bielefeld, Graduate School: Sociology of Development and Social Anthropology, 1989

Graduate Fellowship, European Community, University of London, School of African & Oriental Studies: Southeast Asian Studies, 1989

Professional Memberships

Member of Editorial Advisory Board, International Academy of Management and Business (IAMB), 2015

Member of Editorial Board, Long Range Planning, 2015

Member of International Editorial Review Board, International Journal of Knowledge Management (IJKM), 2007

Member of Editorial Advisory Board, International Journal of Applied Knowledge Management (IJoAKM), 2005

Member, Academy of Management, 1990

Member, German Association for Asian Studies, 1990

Member, Information and Knowledge Management Society (iKMS), 1990

RESEARCH

Research Interests

Entrepreneurial Leadership in Asian (Chinese) Business

Knowledge and Innovation Governance

Technology-enhanced Teaching and (Blended) Learning

Publications

Journal Articles [Refereed]

Accelerating expertise in professional decision making: The effects of a simple rules training, by Gavin R. MAISTRY; REB, Jochen; Luan, Shenghua; and MENKHOFF, Thomas (2025). *Journal of Business Research*, Vol. 200, 115665 (Published)

Empowering civic engagement and social responsibility: Experiential sustainability education as a catalyst for advancing SDGs in higher education, by GAN, Kok Siew Benjamin; MENKHOFF, Thomas; LIOW, De Jun; CHEONG, Chuen Kong Kevin; and MANGOLD, Annabelle (2025). *International Journal of Sustainability in Higher Education* (under review).

Assessing the effectiveness of a chatbot workshop as experiential teaching and learning tool to engage undergraduate students, by SHIM, Kyong Jin; MENKHOFF, Thomas; TEO, Lydia Ying Qian; ONG, Clement Shi Qi. (2023). *Education and Information Technologies*, 28 (12), 16065-16088.

<https://doi.org/10.1007/s10639-023-11795-5> (Published)

Enhancing students' global competence through international business study missions, by CHONG, Mark; GAN, Benjamin; MENKHOFF, Thomas. (2022). *Journal of International Education in Business*, 15 (2), 165-183. <https://doi.org/10.1108/JIEB-06-2020-0054> (Published)

Future-proofing students in higher education with unmanned aerial vehicles technology: A knowledge management case study, by MENKHOFF, Thomas; KAN, Siew Ning; TAN, Eugene K. B.; FOONG, Shaohui. (2022). *Knowledge Management & E-Learning: An International Journal*, 14 (2), 223-244. <https://doi.org/10.34105/j.kmel.2022.14.013> (Published)

Getting undergraduates ready for China's Belt and Road Initiative (BRI) through an overseas experiential learning project, by CHIN, Andrew Min Han; MENKHOFF, Thomas; EVER, Hans-Dieter; GN, Hoong Hui Daniel; KOH, Kevin; LEE, Chester Wey; LOH, Patrick; LOW, Linda; TAN, Sebastian; TEO, Teng Seng; YAP, Natalie. (2021). *China and the World: International Journal on Belt and Road Initiative*, 4 (3), 1-36. <https://doi.org/10.1142/S2591729321500139> (Published)

Flipping a course on entrepreneurial leadership in ethnic Chinese business: A mobile learning perspective, by MENKHOFF, Thomas. (2018). *Asian Journal of the Scholarship of Teaching and Learning*, 8 (2), 36-55. (Published)

China's Belt and Road Initiative and ASEAN's maritime clusters, by EVERE, Hans-Dieter; MENKHOFF, Thomas. (2018). *Southeast Asian Social Science Review*, 3 (2), 8-29. (Published)

'TweetBoard': A case study of developing a micro-blogging platform for higher education, by HSU, Joyce Shao Cheh; GAN, Benjamin; LEE, Jin; LIM, Sheryl Shu Hui; LIM, Jeremy Xie Yan; MENKHOFF, Thomas; TAN, Sherman Si Xian; WOODARD, C. Jason; YAP, Qiu Cheng. (2016). *International Journal of Social Media and Interactive Learning Environments*, 4 (4), 305-318. <http://doi.org/10.1504/IJSMLE.2016.081272> (Published)

Incorporating microblogging ("tweeting") in higher education: Lessons learnt in a knowledge management course, by MENKHOFF, Thomas; CHAY, Yue Wah; BENGTSSON, Magnus Lars; WOODARD, C. Jason; GAN, Benjamin. (2015). *Computers in Human Behavior*, 51 1295-1302. <http://doi.org/10.1016/j.chb.2014.11.063> (Published)

Enhancing students' learning process through interactive digital media: New opportunities for collaborative learning, by GAN, Benjamin; MENKHOFF, Thomas; SMITH, Richard R. (2015). *Computers in Human Behavior*, 51 (Part B), 652-663. <https://doi.org/10.1016/j.chb.2014.12.048> (Published)

Fostering the learning capacity of small-scale ethnic Chinese business organizations: An exploratory study, by MENKHOFF, Thomas; CHAY, Yue Wah. (2013). *International Journal of Asian Business and Information Management*, 5 (2), 41-58. <https://doi.org/10.4018/ijabim.2014040104> (Published)

Engaging students in higher education through mobile learning: Lessons learnt in a Chinese entrepreneurship course, by MENKHOFF, Thomas; BENGTSSON, Magnus Lars. (2012). *Educational Research for Policy and Practice*, 11 (3), 471-487. <https://doi.org/10.1007/s10671-011-9123-8> (Published)

Engaging knowledge management learners through web-based ICT: An empirical study, by MENKHOFF, Thomas; THANG, Tze Yian; CHAY, Yue Wah; WONG, Yue Kee. (2011). *Vine*, 41 (2), 132-151. <https://doi.org/10.1108/0305572111134781> (Published)

Improving small firm performance through collaborative change management and outside learning: Trends in Singapore, by MENKHOFF, Thomas; CHAY, Yue Wah. (2011). *International Journal of Asian Business and Information Management*, 2 (1), 1-24. (Published)

Exploring the antecedents of new knowledge creation in organizational settings: An empirical study, by MENKHOFF, Thomas; CHAY, Yue Wah; LOH, Benjamin; EVERE, Hans-Dieter. (2010). *International Journal of Knowledge Management Studies*, 4 (1), 65-79. <http://dx.doi.org/10.1504/IJKMS.2010.029787> (Published)

Knowledge clusters and knowledge hubs: designing epistemic landscapes for development, by EVERE, Hans-Dieter; GERKE, Solvay; MENKHOFF, Thomas. (2010). *Journal of Knowledge Management*, 14 (5), 678-689. <https://doi.org/10.1108/13673271011074836> (Published)

Wissen und Entwicklung in Singapur: Trends und Thesen (in German) / Knowledge and development in Singapore: Trends and propositions, by MENKHOFF, Thomas; GERKE, Solvay; EVERE, Hans-Dieter; CHAY, Yue-Wah. (2009). *Asien: Deutsche Zeitschrift fuer Politik, Wirtschaft und Kultur*, 112 31-52. (Published)

Territoriality over knowledge towards a cross-cultural perspective, by BROWN, Graham; MENKHOFF, Thomas. (2008). *Journal of Asian Business*, 22 (2), 103-121. (Published)

Technological change management strategies in Asian small-scale businesses: Trends in Singapore, by MENKHOFF, Thomas; CHAY, Yue Wah. (2008). *Internationales Asienforum*, 39 (3/4), 305-324. <https://doi.org/10.11588/iaf.2008.39.181> (Published)

The effects of entrepreneurial growth orientation on organizational change and firm growth, by TAN, Wee Liang; MENKHOFF, Thomas; CHAY, Yue Wah. (2007). *Small Enterprise Research*, 15 (2), 88-99. <https://doi.org/10.5172/ser.15.2.88> (Published)

Leadership in knowledge sharing: Creating value through collaboration, by MENKHOFF, Thomas; CHAY, Yue Wah; LOH, Benjamin. (2007). *Journal of Asian Business*, 22 (2), 265-281. (Published)

What makes Chinese knowledge cultures tick? Introduction to 'The power of knowing - Studies of Chinese business in Asia', by MENKHOFF, Thomas; PANG, Eng Fong; EVERSON, Hans-Dieter. (2007). *Journal of Asian Business*, 22 (2), 1-24. (Published)

Social capital and knowledge sharing in knowledge-based organizations: An empirical study, by CHAY, Yue Wah; MENKHOFF, Thomas; LOH, Benjamin; EVERSON, Hans-Dieter. (2007). *International Journal of Knowledge Management*, 3 (1), 29-48. (Published)

Managing change in Asian business: A comparison between Chinese educated and English educated Chinese entrepreneurs in Singapore, by MENKHOFF, Thomas; BADIBANGA, Ulrike; CHAY, Yue Wah. (2007). *Copenhagen Journal of Asian Studies*, 25 50-73. <https://doi.org/10.22439/cjas.v25i0.1429> (Published)

Value creation through strategic knowledge management: The case of Singapore Airlines, by MENKHOFF, Thomas; WIRTZ, Jochen; HERACLEOUS, Loizos. (2007). *Journal of Asian Business*, 23 (1), 249-263. (Published)

Change leadership in small enterprises: Evidence from Singapore, by MENKHOFF, Thomas; CHAY, Yue Wah. (2006). *Zeitschrift fur Kmu und Entrepreneurship*, 54 (2), 116-140. (Published)

Knowledge management as an enabler of effective career services in institutions of higher learning: The case of the Singapore Management University, by MENKHOFF, Thomas; LOH, Benjamin; CHIANG, Ruth; CHAY, Yue Wah. (2005). *International Journal of Human Resources Development and Management*, 5 (2), 204-217. (Published)

Subethnic Dimensionen des Veraenderungsmanagements in asiatischen Klein- und Mittelunternehmen: Trends in Singapur (in German), by BADIBANGA, Ulrike; MENKHOFF, Thomas. (2005). *Betriebswirtschaft*, 25 (2), 154-177. (Published)

Notes from an intelligent island: Towards strategic knowledge management in Singapore's small business sector, by MENKHOFF, Thomas; CHAY, Yue Wah; LOH, Benjamin. (2004). *Internationales Asienforum*, 35 (1-2), 85-99. <https://doi.org/10.11588/iaf.2004.35.456> (Published)

Expert knowledge and the role of consultants in an emerging knowledge-based economy, by EVERSON, Hans-Dieter; MENKHOFF, Thomas. (2004). *Human Systems Management*, 23 (2), 123-135. (Published)

Issues and challenges of corporate change initiatives in Singapore's small business sector, by MENKHOFF, Thomas; LOH, Benjamin; KAY, Lena. (2003). *Asian Academy of Management Journal*, 8 (1), 49-64. <http://web.usm.my/aamj/8.1.2003/AAMJ 8-1-4.pdf> (Published)

Worlds apart? Reflections on the relationship between small entrepreneurs and external change advocates in Singapore, by MENKHOFF, Thomas; KAY, Lena; LOH, Benjamin. (2002). *Journal of Asian Business*, 18 (1), 37-65. (Published)

Change leadership in organizations: The case of Singapore's small and medium-sized enterprises, by MENKHOFF, Thomas; CHAY, Yue Wah; LOH, Benjamin. (2002). *International Small Business Series*, (Published)

Das wirtschaftsimperium der ethnisch chinesischen unternehmer in Südostasien zwischen kontinuität und wandel (in German) / New challenges ahead for the business empire of Chinese entrepreneurs in Southeast Asia, by MENKHOFF, Thomas. (2002). *Asiatische Studien*, 56 (1), 93-123. <https://doi.org/10.5169/seals-147567> (Published)

Malaysia's public policy approach to human resource development, by MENKHOFF, Thomas. (2000). *Asien: Deutsche Zeitschrift fuer Politik, Wirtschaft und Kultur*, 75 44-60. (Published)

Downsizing, Debürokratisierung und Krisenmanagement: Neuere Entwicklungstendenzen in Malaysia's öffentlicher Verwaltung (In German) / Malaysia's public administration between downsizing, debureaucratization and crisis management, by MENKHOFF, Thomas. (2000). *Verwaltung und Management*, 6 (2), 90-95. (Published)

Managing organizational change and resistance in small and medium-sized family firms, by MENKHOFF, Thomas; KAY, Lena. (2000). *Research and Practice in Human Resource Management*, 8 (1), 153-172. (Published)

Crisis management: Chinese entrepreneurs and business networks in Southeast Asia, by EVERS, Hans-Dieter; GERKE, Solvay; MENKHOFF, Thomas. (2000). *Journal of Asian Business*, 16 (1) (Published)

Internationalisation of Asian business, by SIKORSKY, Douglas; MENKHOFF, Thomas. (2000). *Singapore Management Review*, 22 (1), 1-17. (Published)

From entrepot to NIC: Economic and structural policy aspects of Singapore's development, by WIRTZ, Jochen; MENKHOFF, Thomas. (1998). *Sasin Journal of Management*, 4 (1), 112-123. (Published)

Structural and economic aspects of Singapore's development (in German), by MENKHOFF, Thomas; WIRTZ, Jochen. (1997). *Bericht / Deutsche Wissenschaftliche Gesellschaft fuer Erdöl, Erdgas und Kohle*, 41-55. (Published)

Singapore: Asian metropolis between globalisation and cultural revivalism (In Russian), by MENKHOFF, Thomas. (1997). *Politekonom*, (3-4), 107-118. (Published)

Trading networks of Chinese entrepreneurs in Singapore, by MENKHOFF, Thomas; LABIG, Chalmers E. (1996). *Sojourn*, 11 (1), 128-151. (Published)

Singapore - 'Smart' city state in Southeast Asia (In German), by MENKHOFF, Thomas. (1996). *Geographie Heute*, 17 (142), 34-38. (Published)

From entrepot to NIC: Singapore's success story (in German), by MENKHOFF, Thomas. (1995). *Geographie Heute*, 16 (133), 16-21. (Published)

Towards an understanding of Chinese business networks in Asia-Pacific: The Singapore case, by MENKHOFF, Thomas; LABIG, Chalmers. (1995). *Internationales Asienforum*, 26 (3-4), 343-364. (Published)

Vertrauen und chinesisches Wirtschaftshandeln in Singapur: Zur kulturellen und sozialstrukturellen Bedingtheit von Vertrauensbildung und Kooperation in chinesischen Geschäftsbeziehungen (in German), by MENKHOFF, Thomas. (1995). *Sociologus: A Journal for Empirical Ethno-Sociology and Ethno Psychology*, 45 (1), 59-84. (Published)

Huaqiao, the social role of the ethnic Chinese in Indonesia, by BUCHHOLT, Helmut; MENKHOFF, Thomas. (1994). *Asien: Deutsche Zeitschrift fuer Politik, Wirtschaft und Kultur*, 51 25-38. (Published)

Social Science Research Methods in Developing Countries - with Special Reference to a Study on Chinese Small Enterprises in Singapore and Their External Trading Networks (in German), by MENKHOFF, Thomas. (1993). *Entwicklungsethnologie*, 3 4-20. (Published)

Xinyong or how to trust trust? Chinese non-contractual business relations and social structure: The Singapore case, by MENKHOFF, Thomas. (1992). *Internationales Asienforum*, 23 (3/4), 261-288. <https://doi.org/10.11588/iaf.1992.23.1698> (Published)

Freie Märkte in der VR China: Stätten formalisierter privater Handels- und Dienstleistungstätigkeiten (In German) / Free markets in the People's Republic of China, by JAMMANN, Wolfgang; MENKHOFF, Thomas. (1988). *Asien: Deutsche Zeitschrift fuer Politik, Wirtschaft und Kultur*, 29 1-38. (Published)

'Small profits': Strukturmerkmale und Entwicklungsprobleme der urbanen Individualwirtschaft in der VR China (In German) / Structural characteristics and development problems of the private economy in the People's Republic of China, by JAMMANN, Wolfgang; MENKHOFF, Thomas. (1988). *Internationales Asienforum*, 19 (2), 193-232. <https://doi.org/10.11588/iaf.1988.19.1894> (Published)

China's second economy (in German), by JAMMANN, Wolfgang; MENKHOFF, Thomas. (1988). *Osteuropa Wirtschaft*, 33 (1), 16-36. (Published)

Journal Articles [Non-Refereed]

Talent management: An uncommon route to reaching strategic goals, by HUKINS, Elisa; MENKHOFF, Thomas. (2004). *Research Insights (Mercer Human Resource Consulting)*, 3 (4), 3-5. (Published)

Books (Refereed)

Catalyzing innovations for a sustainable future: Bite-sized commentaries and resource materials by MENKHOFF, Thomas. (2021). Singapore: World Scientific. <https://doi.org/10.1142/12333> (Published)

Coping with scarcity: Microenterprise strategies in Nigeria by MENKHOFF, Thomas; SEIBEL, Hans Dieter. (1996). Kölner Beiträge zur Entwicklungsländerforschung, Saarbrücken: Verlag fuer Entwicklungspolitik. <https://worldcat.org/isbn/9783881566285> (Published)

Make big profits with small capital: Die Rolle der Privatwirtschaft und des "Informellen Sektors" by JAMANN, Wolfgang; MENKHOFF, Thomas. (1988). München: Minerva Publikation. <https://worldcat.org/isbn/9783597106126> (Published)

Books (Non-Refereed)

Trade routes, trust and trading networks: Chinese small enterprises in Singapore by MENKHOFF, Thomas. (1993). Bielefeld Studies on the Sociology of Development, Saarbrücken: Breitenbach. <https://worldcat.org/isbn/9783881565899> (Published)

Book Chapters

Smart Cities: A Review of Managerial Challenges and a Framework for Future Research, by MENKHOFF, Thomas. (2024). In Thomas Menkhoff, Kan Siew Ning & Kevin Cheong (Ed.), *Singapore Smart Nation – Urban Transformation, Sustainability and Inclusiveness* Singapore: World Scientific. (Published)

Can Gamification Help Undergraduate Students Acquire Leadership and Team-Building Skills? Findings from Two Game Projects, by MENKHOFF, Thomas; KAN, S.N.; CHEONG, Kevin Cheong. (2024). In Thomas Menkhoff, Kan Siew Ning & Kevin Cheong (Ed.), *Singapore Smart Nation – Urban Transformation, Sustainability and Inclusiveness* Singapore: World Scientific. (Published)

Industry 4.0 Adoption by Small and Medium-Sized Manufacturing Enterprises in Singapore, by Surianarayanan GOPALKRISHNAN & MENKHOFF, Thomas. (2024). In Thomas Menkhoff, Kan Siew Ning & Kevin Cheong (Ed.), *Singapore Smart Nation – Urban Transformation, Sustainability and Inclusiveness* Singapore: World Scientific. (Published)

AI Competency Acquisition Online? Engaging Undergraduate Students in an AI 101 Course through a Chatbot Workshop, by MENKHOFF, Thomas; TEO, Lydia Ying Qian. (2024). In Thomas Menkhoff, Kan Siew Ning & Kevin Cheong (Ed.), *Singapore Smart Nation – Urban Transformation, Sustainability and Inclusiveness* Singapore: World Scientific. (Published)

Nurturing Youth Climate Action: A Blue Carbon Perspective, by MENKHOFF, Thomas; CHEONG, Kevin. (2024). In Thomas Menkhoff, Kan Siew Ning & Kevin Cheong (Ed.), *Singapore Smart Nation – Urban Transformation, Sustainability and Inclusiveness* Singapore: World Scientific. (Published)

Enhancing the Sustainability DNA of Singapore's Gardens by the Bay Through Induction Training, by MENKHOFF, Thomas; CHEONG, Kevin. (2024). In Thomas Menkhoff, Kan Siew Ning & Kevin Cheong (Ed.), *Singapore Smart Nation – Urban Transformation, Sustainability and Inclusiveness* Singapore: World Scientific. (Published)

Singapore's Approach Towards Developing Vibrant Urban Innovation Spaces, by MENKHOFF, Thomas; WONG, Caroline; RITTER, Waltraut. (2024). In T. Menkhoff, K.S. Ning & K. Cheong (Ed.), *Singapore Smart Nation – Urban Transformation, Sustainability and Inclusiveness* Singapore: World Scientific. (Published)

Reflections on Teaching and Learning with Technology in a Pandemic-Induced eLearning Environment, by Thomas Menkhoff, Lydia Teo Ying Qian, Magdeleine LEW Duan Ning, Jayarani Tan. (2022). In Linda Low and Yew Haur Lee (Ed.), *COVID-19 New Normal* (Published)

Corporate governance of innovation in Singapore Chinese family business, by ONG, Geok Chwee; MENKHOFF, Thomas. (2022). In Karen Evans, Lee Wing On, Jörg Markowitsh & Miriam Zukas (Eds.), *Third International Handbook on Lifelong Learning* (pp. 1-32) Singapore: Springer.
https://doi.org/10.1007/978-3-030-67930-9_41-1 (Published)

Smart cities: A review of managerial challenges and a framework for future research, by MENKHOFF, Thomas. (2022). In GEORGE, Gerard (Ed.), *Handbook on the business of sustainability: The organization, implementation, and practice of sustainable growth* (pp. 361-390) United Kingdom: Edward Elgar Publishing. (Published)

Smart cities: A review of managerial challenges and a framework for future research, by MENKHOFF, Thomas. (2022). In Gerard George, Martine R. Haas, Havovi Joshi, Anita McGahan, & Paul Tracey (Ed.), *Handbook on the business of sustainability: The organization, implementation, and practice of sustainable growth* (pp. 361-390) Cheltenham: Edward Elgar. <https://doi.org/10.4337/9781839105340.00029> (Published)

Case study: National Library Board Singapore: Delivering cost-effective service excellence through innovation and people, by WIRTZ, Jochen; MENKHOFF, Thomas. (2021). In WIRTZ, Jochen; LOVELOCK Christopher (Ed.), *Services Marketing: People, Technology, Strategy* (pp. 589-) World Scientific. (Published)

Innovation governance in Chinese family business: A case study, by MENKHOFF, Thomas; ONG, Geok Chwee. (2021). In Thomas Menkhoff (Ed.), *Catalyzing innovations for a sustainable future – Bite-sized commentaries and resource materials* (pp. 169-184) New Jersey: World Scientific Publishing. (Published)

Drones over Singaporean heritage sites: Exploring the potential of small UAVs (drones) for educational smart city projects and heritage preservation, by MENKHOFF, Thomas. (2021). In Thomas Menkhoff (Ed.), *Catalyzing innovations for a sustainable future – Bite-sized commentaries and resource materials* (pp. 169-184) New Jersey: World Scientific Publishing. (Published)

The impact of entrepreneurial leadership on innovation outcomes, by MENKHOFF, Thomas; NEO, Kin Kah; CHAY, Yue Wah. (2021). In Thomas Menkhoff (Ed.), *Catalyzing innovations for a sustainable future – Bite-sized commentaries and resource materials* (pp. 29-44) New Jersey: World Scientific Publishing. (Published)

Entrepreneurial leadership in age-diverse innovation teams as driver of effective innovation outcomes: Towards a model, by MENKHOFF, Thomas; CHIN, Jeff; LOH, Patrick H. M.; DEMEESTER, Lieven. (2018). In MENKHOFF, Thomas, KAN, Siew Ning, EVERS, Hans-Dieter; CHAY, Yue Wah (Ed.), *Thomas Menkhoff, Kan Siew Ning, Hans-Dieter Evers & Chay Yue Wah* (pp. 341-363) Singapore: World Scientific. <https://doi.org/10.1142/10785> (Published)

Strategic 21st century work skills acquisition through smart city and drone technology: An exploratory perspective, by TAN, Eugene K. B.; MENKHOFF Thomas; KAN, Siew Ning; TAN, Gan Hup; PAN, Gary. (2018). In Thomas Menkhoff, Kan Siew Ning, Hans-Dieter Evers & Chay Yue Wah (Ed.), *Living in smart cities: Innovation and sustainability* (pp. 281-302) Singapore: World Scientific.
<https://doi.org/10.1142/10785> (Published)

Integrating social innovation into a leadership and team building course, by MENKHOFF, Thomas; TAN, Jayarani; KAN, Siew Ning; TAI, Kenneth. (2018). In Thomas Menkhoff, Kan Siew Ning, Hans-Dieter Evers & Chay Yue Wah (Ed.), *Living in smart cities: Innovation and sustainability* (pp. 303-325) Singapore: World Scientific. <https://doi.org/10.1142/10785> (Published)

Harnessing the innovation potential of an age-diverse workforce, by MENKHOFF, Thomas. (2018). In Thomas Menkhoff, Kan Siew Ning, Hans-Dieter Evers & Chay Yue Wah (Ed.), *Living in smart cities: Innovation and sustainability* (pp. 175-193) Singapore: World Scientific. <https://doi.org/10.1142/10785> (Published)

Singapore: From knowledge city to start-up hub, by MENKHOFF, Thomas; EVERE, Hans-Dieter; CHAY, Yue Wah. (2018). In Thomas Menkhoff, Siew Ning Kan, Hans-Dieter Evers & Yue Wah Chay (Ed.), *Living in smart cities: Innovation and sustainability* (pp. 327-339) Singapore: World Scientific.

<https://doi.org/10.1142/10785> (Published)

Knowledge cluster development through connectivity: Examples from Singapore, Malaysia and Brunei, by EVERE, Hans-Dieter; GERKE, Solvay; MENKHOFF, Thomas. (2018). In Thomas Menkhoff, Siew Ning Kan, Hans-Dieter Evers & Yue Wah Chay (Ed.), *Living in smart cities: Innovation and sustainability* (pp. 195-217) Singapore: World Scientific. <https://doi.org/10.1142/10785> (Published)

Edited Books

Visions for the Future – Towards more vibrant, sustainable and smart cities, edited by MENKHOFF, Thomas; KAN, Siew Ning; CHEONG, Kevin. (2024). Singapore: World Scientific. (Published)

China's Belt and Road Initiative: Understanding the dynamics of a global transformation, edited by CHAY, Yue Wah; MENKHOFF, Thomas; LOW, Linda. (2019). Singapore: World Scientific.

<https://doi.org/10.1142/11354> (Published)

Living in smart cities: Innovation and sustainability, edited by MENKHOFF, Thomas, KAN, Siew Ning, EVERE, Hans-Dieter; CHAY, Yue Wah. (2018). Singapore: World Scientific.

<https://doi.org/10.1142/10785> (Published)

Catalyst for change: Chinese business in Asia, edited by MENKHOFF, Thomas; CHAY, Yue Wah; EVERE, Hans-Dieter; HOON, Chang Yau. (2014). Singapore: World Scientific.

<http://worldcat.org/isbn/9789814452410> (Published)

Beyond the knowledge trap: Developing Asia's knowledge-based economies, edited by MENKHOFF, Thomas; EVERE, Hans-Dieter; CHAY, Yue Wah; PANG, Eng Fong. (2011). Singapore: World Scientific.

<https://doi.org/10.1142/8121> (Published)

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Trust and Chinese economic behaviour in Singapore, by MENKHOFF, Thomas. (1990.0). *International Conference on Overseas Chinese Communities Towards the 21st Century, Singapore, November 1990*, Singapore. (Published)

Xinyong and External Economic Dealings: Chinese Merchant Exporters in Singapore, by MENKHOFF, Thomas. (1990.0). *EIDOS Winter School "Trade, State and Ethnicity", Bielefeld, 16 January 1990*, (Published)

Culture, ethnicity, and economic success, by MENKHOFF, Thomas. (1988.0). *SDRC Seminar 'Religion, Trade and State in Southeast Asia'*, University of Bielefeld. (Published)

Magazine Articles

Angling for effective innovation governance in Asia: Lessons learnt from Singapore's Qian Hu Fish Farm, by MENKHOFF, Thomas; ONG, Geok Chwee. (2021, May). *Asian Management Insights*, 40-46. (Published)

Leading authentically: Overcoming the mind-boggling consequences of mindless leadership, by MENKHOFF, Thomas. (2015, October). *Catalyst Asia*, (2), 44-47. (Published)

Singapore: From knowledge city to start-up 'hub', by MENKHOFF, Thomas; EVERE, Hans-Dieter. (2015, February). *iKNOW: The Magazine for Innovative Knowledge Workers*, 5 (1), 13-15. (Published)

The rise of Asian philanthropy, by MENKHOFF, Thomas. (2011, August). *Fundraising and Philanthropy Australasia*, (33), 38-39. (Published)

Water and knowledge management in Vietnam: Understanding the Mekong Basin, by MENKHOFF, Thomas; GERKE, Solvay; EVERE, Hans-Dieter. (2010, January). *Social Space*, (3), 74-79. (Published)

Chinese Philanthropy in Southeast Asia: Between continuity and change, by MENKHOFF, Thomas. (2009, January). *Social Space*, 2 62-67. http://ink.library.smu.edu.sg/lien_research/22/ (Published)

Tri thuc va phat trien - Nhung chien luoc xay dung xa hoi tri thuc [Knowledge and development - Strategies of knowledge-based society building], by EVERE, Hans-Dieter; GERKE, Solvay; MENKHOFF, Thomas. (2008, January). *Tap chi khoa hoc xa hoi*, 6 74-80. <http://www.worldcat.org/oclc/702373247> (Published)

Little understood knowledge trap, by EVERE, Hans-Dieter; GERKE, Solvay; MENKHOFF, Thomas. (2006, January). *DC*, 33 (6), 246-247. (Published)

Talent management: An uncommon route to reaching strategic goals, by HUKINS, Elisa; MENKHOFF, Thomas. (2004, April). *Human Capital*, 20-22. (Published)

Beyond the Asian Crisis - How Singapore's small entrepreneurs manage change, by MENKHOFF, Thomas. (2001, April). *Productivity Digest*, 20 (2), 22-26. (Published)

Beyond the Asian crisis: How Singapore's small entrepreneurs manage change, by MENKHOFF, Thomas. (2001, April). *Productivity Digest*, 20 (2), 22-26. (Published)

Beyond the Asian crisis: How Singapore's small entrepreneurs manage change: Change management practices of local SMEs, by MENKHOFF, Thomas. (2001, March). *Chinese Enterprise* [华商], 22-25. (Published)

Research Grants

Singapore Management University

Examining the Role of Participatory Climate Action as Effective Pedagogic Pathway towards Climate Mitigation and Adaptation Efforts, SMU Internal Grant, Ministry of Education (MOE) Tier 1, PI (Project Level): Thomas MENKHOFF, Co-PI (Project Level): Benjamin GAN, 2022, S\$71,915.01

Evaluating the Effectiveness of Chatbots as Experiential AI Learning Tools, SMU Internal Grant, Ministry of Education (MOE) Tier 1, PI (Project Level): Thomas MENKHOFF, 2021, S\$38,600

The Effects of an Age-Diverse Workforce on Innovation in Small and Medium-Sized Enterprises (SMEs), SMU Internal Grant, Ministry of Education (MOE) Tier 1, PI (Project Level): Thomas MENKHOFF, 2014, S\$4,536

Exploring the Antecedents of Organizational Learning Capability and Its impact on Performance in Asian Family Firms, SMU Internal Grant, Ministry of Education (MOE) Tier 1, PI (Project Level): Thomas MENKHOFF, 2011, S\$31,416.11

Antecedents of Successfully Blending an e-Learning Module into a Knowledge Management Course: Lessons (about 'Web-based Learning') Learnt at the Singapore Management University, SMU Internal Grant, Ministry of Education (MOE) Tier 1, PI (Project Level): Thomas MENKHOFF, 2008, S\$30,775.31

Antecedents of Knowledge Sharing in Knowledge-Intensive Teams: A Cross-Cultural Perspective, SMU Internal Grant, Ministry of Education (MOE) Tier 1, PI (Project Level): Thomas MENKHOFF, 2007, S\$30,291.98

Benchmarking Organizational Knowledge: A study of Singapore & German Organizations, SMU Internal Grant, Ministry of Education (MOE) Tier 1 2002, S\$95,106.

Building an intelligent organization: a knowledge management framework for the Singapore Management University (SMU), SMU Internal Grant, Ministry of Education (MOE) Tier 1, PI (Project Level): Thomas MENKHOFF, 2002, S\$36,790.6

China's decentralized bureaucratic capitalism and science & technology parks as knowledge-economy catalysts - origins, challenges, outcomes, SMU Internal Grant, Ministry of Education (MOE) Tier 1, PI (Project Level): Thomas MENKHOFF, 2002, S\$36,692.4

Other Institutions

The Management of Organizational Change and Resistance in Small and Medium-Sized Enterprises (SMEs), National University of Singapore, National University of Singapore PI (Project Level): Thomas MENKHOFF, 1999, S\$60,000

TEACHING

Courses Taught

Singapore Management University

Undergraduate Programmes:

Business Study Mission Brunei / Gansu Province, PRCh (Asian Studies)

Business Study Mission Germany (Globalisation)

Doing Business with Artificial Intelligence

Entrepreneurial Leadership in Ethnic Chinese Business

Governing, Managing and Protecting Knowledge in Organisations

Harnessing Robotics, UAVs, and Digital Innovation for Business

Innovations for Asia's Smart Cities

Leadership and Team Building

Organisational Aspects of Sustainable Innovation

Scholars Study Mission

Sustainable Digital Cities

Transformative Leadership

Postgraduate Professional Programmes:

Innovation Management

Organizational Aspects of Making innovation Work

Sustainability Innovation

Postgraduate Research Programmes:

Dissertation

Engaging Students in Higher Education through a Rewarding Blended Learning Experience

Introductory Research Project

Making Innovation Work Through Leadership and Governance

Non-Graduating Programmes:

Innovations for Asia's Smart Cities

Non-SMU Programmes:

Global Immersion Programme, Non-Graduating, La Salle Campus Barcelona - Ramon Llull University
Introduction to Smart City in Asia & Singapore, Non-Graduating, UOB-SMU Asian Enterprise Institute
New Markets: Introduction to Smart City in Asia & Singapore, Non-Graduating, UOB-SMU Asian Enterprise Institute

Executive Development:

SMU-SID Programme: Innovation Governance, 20 Jun 2022-22 Jun 2022

Other Institutions

Creating and Managing Knowledge in Organisations, Masters, National University of Singapore
Development and Social Change, Undergraduate, National University of Singapore
Human Resource Management, Undergraduate, National University of Singapore
Human Resource Management, Undergraduate, National University of Singapore
Interviewing Members of Self-Help Groups - Data Collection and Data Analysis with SPSS/PC+, Undergraduate, Cologne University
Introduction to Sociology, Masters, National University of Singapore
Introduction to Sociology, Undergraduate, National University of Singapore
Methods of Organizational Development and Project Planning I: Goal Oriented Project Planning/ZOPP (Management by Objectives), Basic Course (with Prof. H.D. Seibel), Undergraduate, Cologne University
Sample Surveys in Developing Countries and Data Analysis with SPSS/PC+, Undergraduate, Cologne University
Seminar 'Industrialisation in Southeast Asia: Options and Problems of Newly Industrialising Countries' (with Prof. Dr. G. Schmidt), Undergraduate, University of Bielefeld
Seminars in Sociology: Sociology of Modernization and Development, Undergraduate, National University of Singapore
Seminar 'Social Science Research Methods', Undergraduate, Cologne University
Seminar 'The Informal Sector in Developing Countries - Theory and Practice', Undergraduate, Cologne University
Social Science Research Methods, Undergraduate, National University of Singapore
Social Science Research Methods in Developing Countries: Research Design, Data Collection Instruments and Analysis of Selected Data Sets with SPSS/PC+, Undergraduate, Cologne University
Sociology of Business, Masters, National University of Singapore
Socio-Psychological Foundations of Management, Undergraduate, National University of Singapore
The Sociology of Asian Business, Masters, National University of Singapore

Teaching Publications

Cases

ACE in Singapore: Floating fish farm for food security and sustainability, by MENKHOFF, Thomas; CHEONG, Kevin; MITTAL, Sheetal. (2024). SMU-24-0006. (Published)

Enhancing the sustainability DNA of Singapore's Gardens by the Bay through induction training, by MENKHOFF, Thomas; CHEONG, Kevin. (2022). SMU-21-0048. <https://cmp.smu.edu.sg/case/5326> (Published)

National Library Board: World-class service delivery through innovation and people centricity, by MENKHOFF, Thomas; WIRTZ, Jochen. (2018). (Published)

Qian Hu Corporation Ltd: Achieving competitive success through innovation governance, by MENKHOFF, Thomas; ONG, Geok Chwee. (2018). (Published)

National Library Board Singapore: World-class service through innovation and people centricity, by MENKHOFF, Thomas; WIRTZ, J. (2018). (Published)

Leadership challenges at the National Committee for UNIFEM Singapore: SMU's iLEAP leadership program, by MENKHOFF, Thomas. (2012). (Published)

Video business case on authentic leadership (leadership with a heart) and significant leadership moments of Mr. Gerard Ee, former Chairman of the National Kidney Foundation (NKF), by MENKHOFF, Thomas. (2010). (Published)

Case study knowledge management at Qian Hu Corporation Limited, Asia Productivity Organization (APO), knowledge management in Asia: Experience and lessons, by MENKHOFF, Thomas. (2008). (Published)

Case study: Knowledge management at JTC Corporation, Asia Productivity Organization (APO), Knowledge management in Asia: experience and lessons, by MENKHOFF, Thomas. (2008). (Published)

Teaching Notes

ACE in Singapore: Floating fish farm for food security and sustainability, by MENKHOFF, Thomas; CHEONG, Kevin; MITTAL, Sheetal. (2024). SMU-24-0006TN. (Published)

Enhancing the sustainability DNA of Singapore's Gardens by the Bay through induction training, by MENKHOFF, Thomas; CHEONG, Kevin. (2022). SMU-21-0048TN. <https://cmp.smu.edu.sg/case/5326> (Published)

THESES AND DISSERTATIONS

Theses and Dissertations Supervised

Singapore Management University

Committee Chairman, "ESG Leadership", WONG Siew Loong, SMU PhD in Business (General Management) Programme (Ongoing)

Committee Chairman, "Mindfulness and Overprecision under Uncertainty", Denny HANAFY, SMU DBA Programme (Ongoing)

Committee Chairman, "Managing Innovation in Private Banking through Business Model Innovation and Technological Change", Norman BUERZLE, DBA Dissertation, SMU DBA Programme, 2025.

Committee Chairman, "Construction and Empirical Assessment of an Employee Health Management Index System for Chinese Enterprises", DONG Ming, CKGSB-SMU DBA Programme, 2024.

Committee Chairman, "Industry 4.0 Adoption by SME Manufacturing Firms", Surianarayan GOPALKRISHNAN, SMU DBA Programme, 2023

Committee Chairman, "Innovation Culture Assessment: An Exploratory Diagnosis of a Taiwanese Manufacturing Company", DBA Dissertation Andrew TAY Yong Keong, SMU DBA Programme, 2022.

Committee Chairman, "Corporate Governance of Innovation in Chinese Family Firms", ONG Geok Chwee, SMU DInn Programme, 2020

Committee Member, "An Examination of the Effectiveness of a Training Programme to Improve Decision Making in Insurance Risk Underwriting", MAISTRY Gavin Raj, SMU PhD in Business (General

Management) Programme, 2020

Committee Chairman, "The Impact of Entrepreneurial Leadership on Team Climate and Innovation Work Behavior in Start-Ups, Neo Kin Kah, SMU DBA Programme, 2019
Committee Member, "How Ties with Family Members Influence Professionals and Creativity in Family Businesses: The Role of Hive Effect and Trust", RAMESHWARI, Rasammah, SMU DInn Programme, 2019
Committee Member, "Relation of Teachers' Mindfulness with Classroom and Student Outcomes: Examining Potential Mediating Mechanisms", KOH Tong Por Moses, SMU PhD in Business (General Management) Programme, 2017
Committee Member, "Human Capital in the Human Resources Function: The Positioning and Impact of the Chief Human Resources Officer (CHRO)", SMITH Richard Raymond, SMU PhD in Business (General Management) Programme, 2016

OTHER ACADEMIC AND PROFESSIONAL ACTIVITIES

Other Grants and Funding Received (Non-Research)

President's Incentive Grant for Blended Learning Grant - to develop 'Blended learning content for an Innovation Management course', Singapore Management University, Oct 2017
Grant - Organization of 5th International Research Conference on 'The Future of Chinese Philanthropy in Asia between Continuity and Change', Wee Kim Wee Centre, Singapore Management University, Apr 2009
Teachware Development Grant - Leadership Videos for SMU's Leadership & Team-Building Course, Centre for Teaching Excellence, Singapore Management University, Jun 2007
Grant - Organization of 4th International Research Conference on Chinese Entrepreneurship and Asian Business Networks: 'Knowledge Architectures for Development - Challenges Ahead for Business and Governance', Wee Kim Wee Centre, Singapore Management University, Dec 2006
Teachware Development Grant - Leadership Videos for SMU's Leadership & Team-Building Course, Centre for Teaching & Learning, Singapore Management University, Feb 2005
Grant - Organization of 3rd International Research Conference on Chinese Entrepreneurship and Asian Business Networks: 'Value Creation through Knowledge Governance', Wee Kim Wee Centre, Singapore Management University, Feb 2004
Publication Grant - Publication of "Chinese Entrepreneurship and Asian Business Networks" (edited together with Solvay Gerke), London and New York: RoutledgeCurzon, National University of Singapore, Dec 2002
Grant - Bonn University, Department of Southeast Asian Studies: International Conference 'Crisis Management – Chinese Entrepreneurs and Business Networks in Southeast Asia' (chaired by Solvay Gerke / H.-D. Evers / Thomas Menkhoff), German Research Council/DFG, May 1999
Grant - University of Bielefeld, Sociology of Development Research Centre: International Conference 'Modernization and Ethnic Chinese in Asia-Pacific' (chaired by H. Buchholt / T. Menkhoff), German Research Council/DFG, Dec 1995
Grant - University of East Anglia, Overseas Development Group, Norwich (UK): Professional Development Course 'Monitoring & Evaluation of Public Sector Projects and Programmes', German Research Council/DFG, Jul 1992 - Sep 1992
Professional Development Grant- to participate in "Science, Technology and Innovation Policy Program" at the John F. Kennedy School of Government, Harvard University, Lee Kong Chian School of Business, Singapore Management University, Apr 1008 - Apr 2018

Presentation and Talks

Presentations

Building a Citizen-Focused Smart City: Lessons Learnt in Singapore, Barcelona, Berlin and Tallinn, (22 Nov 2018). *Digital Cities Leadership, Innovation and Sustainability Quality for Societal Well-Being' organised by the Research Institute for Digital Cities, Malaysia*

'Creativity', 'Innovation' and 'Entrepreneurship' – Challenges Ahead for Knowledge Leaders in Asia, (03 Jul 2012). *Regional Entrepreneurship Development Symposium 2012*,

Inside Asian Business: How 'Chinese' are Singapore Chinese Small Businesses?, (22 Jun 2012). *the International Conference "Trajectories of Chinese Communities in Southeast Asia*,

Knowledge Diffusion through 'Good' Knowledge Governance: The Case of Singapore's Offshore Marine Cluster, (06 Jun 2012). *35th Pacific Trade and Development (PAFTAD) Conference 'Human Capital and Economic Growth in Asia and the Pacific'*,

Inside Culturally Diverse Student Project Teams: A Knowledge Transfer Perspective, (24 Aug 2010). *Harvard Project for Asian and International Relations 2010 Asia Conference (HPAIR)*,

"Creating and Managing Knowledge in Non-Profit Organisations (NPOs), (13 Nov 2008). *National Council of Social Service Annual Conference 2008*,

Managing the knowledge gap with effective governance, (11 Jun 2007). *International K4D Conference 'Knowledge Management as an Enabler of Change and Innovation: A Conference for Policymakers and Practitioners*, Cairo. Egypt

Towards Strategic Knowledge Management in Small and Medium-Sized Industries (SMIs), (23 Oct 2001). *National Conference & Exhibition on 'Training the Malaysian Workforce for the Knowledge Economy'*, Kuala Lumpur. Malaysia

Evaluating the Effectiveness of Training, (11 Dec 1997). *Asia Trainer's Convention 1997 "Benchmarking HRD Technology"*, Penang. Malaysia

ISO 9000 for HRD Departments, (22 Jul 1997). *20th Annual Non-Profit SMR Regional Trainers-Meet-Trainers Conference and Exhibition 1997*, Kuala Lumpur. Malaysia

Quality Assurance in Training, (23 Jul 1996). *19th Annual Non-Profit SMR Regional Trainers-Meet-Trainers Conference and Exhibition 1996*.

Invited Seminars, Talks (Keynotes) and Lectures

Co-Piloting Curiosity: Generative AI in Education, Knowledge Management, and the Future of Inquiry-based Teaching & Learning, 13th International Conference on Learning Technology for Educational Challenges (LTEC2025), Kota Kinabalu, Sabah (Malaysia), 4-7 August 2025

Knowledge Management and Innovation, 17 May 2019. Mahidol KM Forum 2019, Bangkok, Thailand

Making Innovation Work Through Multi-Generational Teams, Reverse Mentoring and Transformational Leadership, 6 Oct 2017. SMU's Professional Development Series Workshop

Catalyzing Innovation in a Volatile World - The Leadership Challenge, 16 November 2016. Zoetis (Thailand) Top Customer Forum 2016, Hanoi, Vietnam, Vietnam

To Innovate Hire The 'Wrong' People, 1 July 2016. SMU Professional Development Series Workshops, Singapore, Singapore

Making Innovation Work Through Multi-Generational Teams, Reverse Mentoring and Transformational Leadership, 16 March 2016. SMU's Future Ready Forum

My Love-Hate Relationship with E & R - Reflections about the Role of Authentic Leadership in Education, 17 November 2015. Meeting of the Academy of Principals (Singapore)

Creating great learning environments - One tweet at a time, 14 September 2015. SMU's Teaching Innovation Week

How To Turn Urban Knowledge Clusters into Innovation Hubs – The Singapore (Start-Up) Experience, 11 April 2014. Invited Paper Presentation

Gateway to the South China Sea: Singapore's Offshore Marine Business, 11 November 2013. International IAS South China Sea Workshop

Leverage Mobile Learning Apps – It's Fun and Engaging, 25 October 2013. SMU's Teaching Innovation Interest Group Meeting

Motivating 'Smart' People to Learn, Innovate and Become Entrepreneurial, 30 July 2013. SMU-IIT Kanpur Workshop on "Strategies for Innovation Driven Business Development"

Motivating 'Smart' People to Learn, Innovate and Become Entrepreneurial, 29 July 2013. Joint SMU-IIM-Lucknow Workshop on "Innovation and Entrepreneurship"

Mobile Learning Apps: Mastering a Disruptive Innovation, 20 July 2013. SMU Alumni Talk Shop

Strategic Talent Management Interventions for Learning and Talent Development, 19 June 2013. International Higher Education Talent Management Forum 2013

Supporting Asia's Knowledge-based Development through Mobile Learning: Trends, 'Good' Practices & Policy Imperatives, 2 May 2013. SMU Library Staff Seminar

Supporting Asia's Knowledge-based Development through Mobile Learning: Trends, 'Good' Practices and Policy Imperatives', 26 November 2012. UNESCO High-level Expert Meeting on 'Beyond 2015 - Rethinking Learning in a Changing World'

Key Trends in Leadership Development, 27 March 2012. International "Leadership and People Performance Development Forum Asia 2012"

The Governance of Singapore's Knowledge Clusters: Offshore Marine Business and WaterHub, 23 September 2011. International Science, Technology and Society Workshop

Why Is There No Voyage of Discovery with Some Surprise Elements? Lessons Learnt about Effective (Video) Case Writing and Delivery at SMU, 26 April 2011. SMU Case Writing Seminar

Engaging Students in Higher Education Through Mobile Learning – Lessons Learnt at the Singapore Management University (SMU), 5 April 2011. Centre for Teaching & Learning Brown Bag Conversation

Social Balancing in Turbulent Times – Trends in Singapore, 11 October 2010. Konrad Adenauer Foundation (KAS) Regional Seminar "Comparing Order Policy Approaches - Social Market Economy in an Asian Perspective"

No Value Creation without Knowledge Management – Challenges Ahead for SMEs, 27 March 2009. MBA Study Visit of Waikato Management School, University of Waikato (NZ)

How To Harness the Power of New Media Tools for Charities in the Health Sector?, 19 March 2009. Invited Workshop Presentation

Creating Robust Knowledge Networks for Southeast Asia's Development: Achievements and Challenges Ahead, 14 July 2008. Invited Paper Presentation

Managing talent in the organization - How to use the knowledge contained in teams to achieve strategic goals, 2 March 2008. Meeting of the World Bank South Asia External Affairs Team (SAREX), Bangkok

Vorsprung durch Wissensnetzwerke? Entwicklungstrends in Singapur, Malaysia und Indonesien, 12 Jul 2007. Invited Paper Presentation

Knowledge Sharing in Multicultural Teams, 20 June 2007. Invited Paper Presentation

Knowledge for Development - Trends in Southeast Asia, 20 April 2007. Invited Paper Presentation

No Value Creation Without Knowledge Management! Challenges Ahead for Singapore SMEs, 13 February 2007. Invited Paper Presentation

Building and Strengthening Knowledge Networks for Development: Issues, Challenges and Opportunities, 8 February 2007. International ADB Forum KM4Dev 2007, Manila, Philippines

Knowledge (Traps) and Development: Challenges Ahead for Singapore, Malaysia and Indonesia, 6 December 2006. Seminar on "Knowledge Management: Implications for Organization and Governance From Sharks Fins to Knowledge Governance – A Sociological Lifeline, 9 September 2006. SIM University's Open House

Development through Knowledge Diversity – Trends in Southeast Asia, 12 June 2006. Invited Paper Presentation, Germany

Value Creation through Knowledge Governance - Trends in Asia, 10 March 2006. Invited Paper Presentation

Subethnic Dimensions of Change Management Behavior in Chinese SMEs – Trends in Singapore, 11 March 2005. Invited Paper Presentation

Knowledge Management in SMEs – Issues and Challenges, 30 August 2001. SME IT Breakfast Forum 'Building Intelligent Enterprises with Knowledge Management'

Organizational Change and SME Performance – The Role of Demographic Variables and Traits, 13 September 2000. Invited Paper Presentation

The Impact of Top Management Demography and Change Management on SME Performance – The Singapore Experience, 15 June 2000. Invited Paper Presentation

Asia's 'New Emperors' between Downsizing, Myth-Making and Renewal, 13 December 1999. Invited Paper Presentation, St.Gallen, Switzerland

Local Responses to Globalisation – The Singapore Case, 14 June 1999. Invited Paper Presentation

Local Responses to Globalisation – The Singapore Case, 2 June 1999. Invited Paper Presentation

Chinese Business between Globalisation, Asian Crisis and Ethnic Essentialism – Towards a New Research Agenda, 11 February 1999. Joint Seminar organised by the Centre of Advanced Studies and the Department of Sociology, Singapore

Methods and Instruments for Project Planning and Implementation, 4 December 1996. Invited Paper Presentation, Petaling Jaya, Malaysia

Systematising Training through Training Needs Assessment, 24 October 1996. Trainers' Workshop, Penang, Malaysia

Evaluating the Effectiveness of Training, 28 January 1996. 1st Meeting of the 'Networking Group for Training Personnel', Kuala Lumpur, Malaysia

China's Transformation and the Chinese Diaspora in Singapore, Malaysia and Indonesia (in German), 28 June 1995. Invited Paper Presentation, Germany

China's Transformation and the Chinese Diaspora in Singapore, Malaysia and Indonesia (in German), 26 June 1995. Invited Paper Presentation, Germany

China's Transformation and the Chinese Diaspora in Singapore, Malaysia and Indonesia (in German), 22 June 1995. Invited Paper Presentation, Bremen, Germany, Germany

Globalization, Business Networks and Cultural Values in Singapore - Continuities and Change, 21 June 1995. Invited Paper Presentation

China's Transformation and the Chinese Diaspora in Singapore, Malaysia and Indonesia (in German), 19 June 1995. Invited Paper Presentation

Globalization, Business Networks and Cultural Values in Singapore - Continuities and Change, 14 October 1994. FBA Executive Seminar, NUS School of Business

Chinese Family Based Trading Firms in Singapore Preliminary Results of a Research Trip, 11 July 1988. Institute of Southeast Asian Studies Inhouse Seminar

Ethnicity and Trading Minorities in Southeast Asia (in German), 10 December 1987. SOAP Circle, University of Bielefeld, Germany

Consultancy

SMU's Office of Postgraduate Professional Programmes, Jan 2023 - Present

Education University of Hong Kong, Jan 2021

Shanghai Jiao Tong University, Oct 2013

University Brunei Darussalam, Sep 2012

iLEAP Program on Non-Profit Leadership, Feb 2012 - May 2012

iLEAP Program on Non-Profit Leadership, Jan 2011

University Brunei Darussalam, Apr 2010

iLEAP Program on Non-Profit Leadership, Jan 2010

Can Tho University, Nov 2009

Singapore Management University, May 2009

Centre for Development Research (ZEF), Bonn University, Jan 2009

World Bank, Mar 2008

Asian Productivity Organization, Dec 2007

World Bank Institute, Jun 2007

Asian Development Bank, Feb 2007

Asian Productivity Organization, Jan 2006 - Jan 2007

Arthur D. Little and Defence, Science and Technology Agency (DSTA), Aug 2002 - May 2006

Office of Executive Education for the Commonwealth Secretariat (London), Jan 2002

Ministry of Education (Malaysia), Jan 2001

Ministry of Human Resources (Government of Malaysia), Sep 1995 - Sep 1998

Deutsche Gesellschaft für Technische Zusammenarbeit (GTZ), Jun 1995

Deutsche Gesellschaft für Technische Zusammenarbeit (GTZ), Apr 1995

Deutsche Gesellschaft für Technische Zusammenarbeit (GTZ), Nov 1994

Deutsche Gesellschaft für Technische Zusammenarbeit (GTZ), Apr 1994

Deutsche Gesellschaft für Technische Zusammenarbeit (GTZ), Aug 1993

Deutsche Gesellschaft für Technische Zusammenarbeit (GTZ), Feb 1991

Media Contributions and Citations

What's coopetition? Lessons from Germany for Singapore's startup Scene", The Straits Times, 15 October 2025.

How to make a smooth transition into your golden years, Lianhe Zaobao, 5 November 2024 (<https://news.smu.edu.sg/news/2024/11/04/how-make-smooth-transition-your-golden-years>).

Lessons in Critical Thinking on the Rise of AI - Students need more than programming skills to be 'AI ready'; they need to know about the risks and wider societal impact as well, The Straits Times, 5 October 2023.

Becoming 'Climate-Smart' – Lessons from Constance, The Business Times, 3 March 2023.

Smart Manufacturing and its Implications for Singapore's SMEs, by MENKHOFF Thomas; SURIANARAYANAN, Gopalakrishnan (2021, November 9). The Business Times, 9 November 2021.

The Role of Leadership and Boards in Directing and Governing Innovation in Chinese Family Business, Asian Management Insights, 1 May 2021.

Nudging Students to Rebut Privacy Violations, The Business Times, 25 March 2021.

Enabling Singapore's youths to adapt in an era of climate change, The Business Times, 25 February 2021.
https://www.smu.edu.sg/sites/default/files/smu/news_room/smu_in_the_news/2021/Feb2021/Feb25/20210225-BT-Opinion-21-18x38-D.pdf

Harnessing the Benefits of Knowledge Management in Higher Education Institutions, Perspectives@SMU, 1 September 2020 <https://mailchi.mp/smu/la5cqs3235-779729>.

Nudging Students to Rebut Privacy Violations, The Business Times, 25 March 2020.

How to make innovation work? Establish a programme, corporate venture fund or an open innovation ecosystem that empowers those who dare to be different (with Alex Teo Hong), The Business Times, 19 July 2019.

The AI way to cleaner air for smart cities - The use of deep technology and innovation such as AI for cleaner, greener environments is one area where Singapore can excel (with Kan Siew Ning and Eugene K.B. Tan), The Business Times, 6 March 2019.

How sending e-mails compares with carbon emission of car use, The Straits Times, 15 November 2018.

The lessons we learned from a Smart Nation: Germany, The Business Times, 13 April 2018.

The lessons we learned from a Smart Nation: Germany, The Business Times, 13 April 2018.

Making innovation a priority at board level (with Ong Cheok Chwee), The Business Times, 22 March 2018.

Creating new value through smart innovation strategies (p. 9), Tabla, 8 December 2017.

Make innovation work by overcoming the ingroup-outgroup, The Business Times, 7 December 2017.

Intelligent innovation strategies to create new value for enterprises (p. 30), Lianhe Zaobao, 5 October 2017.

Take a leaf out of library board's book (p. 22), The Business Times, 29 September 2017.

Bike-sharing chaos and out-of-the-box thinking (p. A45), The Straits Times, 22 July 2017.

Expert commentary on EYS in Channel NewsAsia Series "The Successors", profiling the next generation of a family continuing and expanding the family business: Eu Yan Sang's Richard Eu, Channel NewsAsia, 1 July 2017.

Bright future for solar power entrepreneurs (p. A26), The Straits Times, 31 March 2017.

Drones, AI and getting undergrads ready for great disruption (p. A20), The Straits Times, 22 Feb 2017

Innovation does not happen by chance, innovation governance is needed (p. 21), The Business Times, 21 December 2016.

Innovation does not happen by chance, innovation governance is needed (p. 21), The Business Times, 21 December 2016.

Sensors alone don't make a city smart - people do (p. A23), The Straits Times, 2 November 2016.

Unleashing the power of innovation, The Business Times, 26 August 2016.

Innovation through organisational climate change (p. 11), Tabla, 12 August 2016.

Letting younger employees take the lead (p. 26), The Business Times, 21 May 2016.

To make innovation work, you must pull the right levers (p. 19), The Business Times, 19 February 2016.

Lessons from Germany's 'Hidden Champions' (p. 32), Lianhe Zaobao, 4 February 2016.

Managing the innovation potential of an age-diverse workforce in local enterprises (p. 28), Lianhe Zaobao, 10 December 2015.

Lessons from Germany's Hidden Champions (p. A26), The Straits Times, 18 November 2015.

Mastering effective collaboration (p. 38-39), The Business Times, 12 September 2015.

Incentives for motivating radical innovation – how to make it work? The Business Times, 20 May 2015.

To innovate, hire the wrong people (p. 26-27), The Business Times, 14 March 2015.

What makes leaders of innovation?, AsiaOne, 8 December 2014.

What makes leaders of innovation?, The Business Times, 6 December 2014.

Improving SMEs' Growth Prospects Through Continuous Learning and Innovation (in Chinese), Lianhe Zaobao, 13 November 2014.

Why Germany won the World Cup?, The Business Times, 11 Sep 2014.

Using new external ideas to make innovation work, The Business Times, 15 Aug 2014.

Paving the Singapore path to innovating professionally, The Business Times, 05 Jun 2014.

Analysing Asian and Western management models of SMEs (in Chinese), Lianhe Zaobao, 08 May 2014..

From smart cities to start-up hubs (p. 18-19), The Business Times, 19 Apr 2014.

Harnessing the benefits of knowledge management, The Business Times, 14 Mar 2014.

Fostering innovation through coaching, The South China Morning Post, 29 Nov 2013.

Playing the Medici trick to innovate, The Business Times, 02 Oct 2013.

'We didn't start the fire' - who did?', The Business Times, 27 Jun 2013.

Towards good leadership in the non-profit world, The Business Times, 16 Apr 2013.

Foster a culture of continuous learning and innovation, The Business Times, 13 Mar 2013.

Asia's mobile learning tsunami, The Business Times, 10 Jan 2013.

Knowledge-based wealth creation does pay off, The Business Times, 6 Nov 2012.

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Thought for totes, The Straits Times, 05 Dec 2010.

Creating value through knowledge management (p. 24), The Business Times, 15 Jun 2010.

Knowledge Architectures for Development Conference, Channel NewsAsia, 24 Mar 2008.

Panelist during a discussion on 'How To Grow A Stronger SME Sector', 938LIVE, 01 Apr 2007.

Singapore Management University

Faculty Advisor, OBHR Society, Aug 2024 - Present

Committee Member, Admissions Committee, Jan 2022 - Present

Committee Member, SMU's Inter-School Scholarship Interview and Selection Committee, Sep 2021 - Aug 2023

Committee Member, SMU's Co-Curriculum Workgroup of the BRC-UG Implementation Committee set up by Provost Lily Kong, May 2018 - Dec 2021

Committee Member, School Evaluation Committee, Jan 2018 - Present

Committee Member, Course Content & Curriculum Review Committee of The SMU Finishing Touch Program, SMU's Dato' Kho Hui Meng Career Centre, Jan 2016 - Dec 2018

Committee Chair, Taskforce on Technology-enhanced Teaching & Learning established by Provost Lily Kong, Jan 2016 - Dec 2017

Committee Member, Faculty Senate, Apr 2015 - Dec 2015

Committee Member, Faculty Senate, Jan 2013 - Dec 2015

Committee Member, Assurance of Learning (AOL) Committee, Jan 2010 - Present

Curriculum Director, iLEAP Non-Profit Leadership Programme, Lien Centre for Social Innovation, Jan 2009 - Dec 2013

Committee Member, Faculty Advisory Committee (Teaching and Learning), Oct 2008 - Dec 2013

Committee Member, BBM Admissions Committee, Sep 2008 - Present

Board Member (Faculty Director), Lien Centre for Social Innovation, Singapore Management University., Jul 2008 - Jun 2010

Committee Member, Special Liberal Arts Program Committee, President's Office, Jan 2008 - Dec 2010

Committee Member, Faculty Senate, Jan 2007 - Dec 2009

Committee Member, SMU's 2nd Job Evaluation Committee, Jan 2007 - Dec 2010

Committee Member, SMU's IT Committee / Digital Library Steering Committee, Jan 2006 - Dec 2012

Committee Member, Organizational Behavior Curriculum Committee, Jan 2004 - Dec 2006

Committee Member, Faculty Senate, Jan 2003 - Dec 2005

EXTERNAL SERVICE – PROFESSIONAL

Committee Member, Tripartite Design Education Review Committee, DesignSingapore Council, 2017 - 2021

Judge, Asian Human Capital Award, 2011

Judge, Singapore Youth Award (SYA) Advisory Committee (Entrepreneurship), National Youth Council, 2010 - 2011

National Expert, 'Survey on the Status of Knowledge Management in Member Countries' organised under the auspices of the Asian Productivity Organization (APO), Singapore's Standards, Productivity and Innovation Board (SPRING Singapore), 2006

EXTERNAL SERVICE – PUBLIC SECTOR AND COMMUNITY SERVICE

Adhoc Reviewer, Workforce Development Applied Research Fund (WDARF) Expert Reviewer, Singapore University of Social Sciences, 2023 - Present

Member, Workforce Development Applied Research Fund (WDARF) Expert Review Panel by SkillsFuture Singapore, Institute of Adult Learning (IAL), Singapore University of Social Sciences, 2021 - 2023

External Review Panel Member, New Bachelor of Science (Honours) in Executive Management programme, Education University of Hong Kong, 2021 - 2023

Member, Workforce Development Applied Research Fund (WDARF) Expert Review Panel, SkillsFuture Singapore, 2019 - 2021

Judge, Create4Good Challenge, SMU's Lien Centre for Social Innovation, 2017

Examiner, External Examiner for BHRM & MHRM Programmes, Singapore University of Social Sciences, 2016 - 2019

Judge, Citibank-YMCA Youth for Causes 2008, YMCA, 2008

Judge, HRM Awards, HRM Magazine, 2006 - 2018