



Welcome to the LKCSB Innovation and Entrepreneurship Research Peak Research Bulletin. The focus of this research peak is to develop interdisciplinary collaboration within the business school areas (and across SMU's schools) that leads to impactful academic research. In addition, the research peak aims to galvanize faculty for tier II or III grant applications in the research area.

In this bulletin, we report on recent research published by SMU faculty members in the areas of innovation and entrepreneurship. We also present key highlights from the Innovation and Entrepreneurship Research Peak workshops.

## Academic Publications

Chen, G., Hsu, P., Lee, Y. T., & **MACK, Daniel Z.** (2025). How Deep-Level and Surface-Level Board Diversity, Formal and Informal Social Structures Affect Innovation. *Journal of Management Studies*, 62(1), 65–101. <https://doi.org/10.1111/joms.13040>

**Mack, Daniel Z.**, Chen, G., Hsu, P.-H., Lee, Y. T., & George, G. (2025). Interfaces, social information processing, and diversity cascades: How board diversity influences invention output. *Research Policy*, 54(1), 105148. <https://doi.org/10.1016/j.respol.2024.105148>

Vural, M. O., & **SCHILLEBEECKX, Simon J. D.** (2025). Star inventors, knowledge complexity and collaborative ties: What drives deference in invention teams? *Industry and Innovation*, 1–31. <https://doi.org/10.1080/13662716.2025.2451400>

Agarwal, S., Sing, T. F., **SONG, Changcheng**, & Zhang, J. (2024). Liberalizing Home-Based Business. *Management Science*, 70(12), 8301–8321. <https://doi.org/10.1287/mnsc.2021.04232>

**BLEDOW, Ronald**, Kühnel, J., & Kuhl, J. (2024). Personality dynamics turn positive and negative mood into creativity. *Journal of Personality*, 92(6), 1587–1601. <https://doi.org/10.1111/jopy.12913>

**CHUA, Roy**, Zhao, N., & **HAN, Meng**. (2024). Cultural tightness in organizations: Investigating the impact of formal and informal cultural tightness on employee creativity. *Organizational Behavior and Human Decision Processes*, 184, 104338. <https://doi.org/10.1016/j.obhdp.2024.104338>

Jin, M., & **CHUA, Roy** (2024). Which Idea to Pursue? Gender Differences in Novelty Avoidance During Creative Idea Selection. *Organization Science*, 35(6), 2223–2248. <https://doi.org/10.1287/orsc.2022.16176>

Kim, Y.-C., **KOTHA, Reddi**, & Rhee, M. (2024). Do firms with technological capabilities rush in? Evidence from the timing of licensing of Stanford inventions. *Journal of Business Research*, 178, 114679.

Santamaria, S., **ABOLFATHI, Niloofar**, & Mahmood, I. P. (2024). Demand pull versus resource push training approaches to entrepreneurship: A field experiment. *Strategic Management Journal*, 45(3), 564–587. <https://doi.org/10.1002/smj.3560>

**SCHILLEBEECKX, Simon J. D.**, LIN, Yimin, & George, G. (2024). Innovation in dynamic knowledge landscapes: Using topic modelling to map inventive activity and its implications for financial performance. *Innovation (North Sydney)*, 26(1), 85–114. <https://doi.org/10.1080/14479338.2022.2062365>

Fichter, K., Lüdeke-Freund, F., Schaltegger, S., & **SCHILLEBEECKX, Simon J. D.** (2023). Sustainability impact assessment of new ventures: An emerging field of research. *Journal of Cleaner Production*, 384, 135452. <https://doi.org/10.1016/j.jclepro.2022.135452>

**KOTHA, Reddi**, (Bala) Vissa, B., LIN, Yimin, & Corboz, A. (2023). Do ambitious entrepreneurs benefit more from training? *Strategic Management Journal*, 44(2), 549–575. <https://doi.org/10.1002/smj.3438>

Qin, X., **CHUA, Roy Y. J.**, Tan, L., Li, W., & Chen, C. (2023). Gender bias in cultural tightness across the 50 US states, its correlates, and links to gender inequality in leadership and innovation. *PNAS Nexus*, 2(8), pgad238–pgad238. <https://doi.org/10.1093/pnasnexus/pgad238>

Sullivan, B. N., Mao, K., & **WANG, Heli**. (2023). Constrained by Localized Attention Focus: The Negative Effect of Firm-Specific Knowledge on Exploratory Firm Innovation. *Management and Organization Review*, 19(6), 1104–1126. <https://doi.org/10.1017/mor.2023.11>

Tatarinov, K., Ambos, T. C., & **TSCHANG, F. Ted**. (2023). Scaling digital solutions for wicked problems: Ecosystem versatility. *Journal of International Business Studies*, 54(4), 631–656. <https://doi.org/10.1057/s41267-022-00526-6>

## Practitioner Publications

Heng, A., & CHUA, Roy Y. J. (2024). Stuck at home: Does the virtual office stifle creativity? *California Management Review*. [https://ink.library.smu.edu.sg/lkcsb\\_research/7400](https://ink.library.smu.edu.sg/lkcsb_research/7400)

KOTHA, Reddi, BHATTACHARYA, Lipika, & Arora, R. (2024). Igniting creativity in an organisational rainforest. *Asian Management Insights*, 11(2), 30–39. <https://ink.library.smu.edu.sg/ami/262>

LUI, Patricia, ANG, Jovina, & BHATTACHARYA, Lipika. (2024). Entrepreneurial (re)vision. *Asian Management Insights*, 11(2), 48–53. <https://ink.library.smu.edu.sg/ami/260>

MENKHOFF, Thomas, Wong, C., & Ritter, W. (2024). Singapore's Approach Towards Developing Vibrant Urban Innovation Spaces. In *Visions for the Future* (Vol. 1–0, pp. 1–33). WORLD SCIENTIFIC. [https://doi.org/10.1142/9789811293108\\_0001](https://doi.org/10.1142/9789811293108_0001)

Mukherjee, A., & CHANG, Hannah (2023). The Creative Frontier of Generative AI: Managing the Novelty-Usefulness Tradeoff. *California Management Review*. <https://cmr.berkeley.edu/2023/07/managing-the-creative-frontier-of-generative-ai-the-novelty-usefulness-tradeoff/>

Ong, G. C., & Menkhoff, Thomas (2023). Corporate Governance of Innovation in Singapore Chinese Family Business. In *Third International Handbook of Lifelong Learning* (pp. 961–992). Springer International Publishing. [https://doi.org/10.1007/978-3-031-19592-1\\_41](https://doi.org/10.1007/978-3-031-19592-1_41)

## Case Studies

TATARYNOWICZ, Adam, RAO-KACHROO, Mahima, & YAN, A. (2025). *Blasting a new trail: How a bold start-up revolutionised outsourcing in China, home of the world's largest mining industry*. [https://ink.library.smu.edu.sg/cases\\_coll\\_all/514/](https://ink.library.smu.edu.sg/cases_coll_all/514/)

CHEN, Liang, CHEAH, Sin Mei, HUANG, C., & LIU, G. (2024). *Alibaba's innovation-driven approach to intellectual property rights governance*. [https://ink.library.smu.edu.sg/cases\\_coll\\_all/510/](https://ink.library.smu.edu.sg/cases_coll_all/510/)

GOH, Kenneth, & ANG, Jovina (2024). *Heritage and innovation: Leveraging family legacy in Ipse Ipsa Ipsum*. [https://ink.library.smu.edu.sg/cases\\_coll\\_all/498/](https://ink.library.smu.edu.sg/cases_coll_all/498/)

RAJAH, R., FAN, Terence, & LEUNG, R. (2024). *Avalon SteriTech: Lessons from a former IP lawyer as a start-up founder in biotech and AI*. [https://ink.library.smu.edu.sg/cases\\_coll\\_all/487/](https://ink.library.smu.edu.sg/cases_coll_all/487/)

KOTHA, Reddi, CHEAH, Sin Mei, & LIM, Chon Phung (2023). *IPI: Championing enterprise innovation in Singapore*. [https://ink.library.smu.edu.sg/cases\\_coll\\_all/438/](https://ink.library.smu.edu.sg/cases_coll_all/438/)

**KOTHA, Reddi, LIM, Chon Phung, & LIM, Thomas** (2023). *Ideas and not solutions: Enabling innovation through internal crowdsourcing in the Tata Group*.  
[https://ink.library.smu.edu.sg/cases\\_coll\\_all/458/](https://ink.library.smu.edu.sg/cases_coll_all/458/)

**TATARYNOWICZ, Adam, & LIM, Wee-Kiat**. (2023). *Wingspan: Infosys digital learning platform takes off in the age of disruption*. [https://ink.library.smu.edu.sg/cases\\_coll\\_all/448/](https://ink.library.smu.edu.sg/cases_coll_all/448/)

## Innovation and Entrepreneurship Research Peak Workshops

### Overview of the workshops

The Innovation and Entrepreneurship Research Peak hosts workshops to build a research consortium aimed at developing interdisciplinary collaboration within the business school areas (and across SMU's schools) that leads to impactful academic research. The workshops are hosted by the following members:

- Reddi KOTHA, Professor of Strategy & Entrepreneurship, Innovation & Entrepreneurship Research Peak Lead
- CHEONG Wei Yang, Vice Provost (Strategic Research Partnerships)
- Seonghoon KIM, Associate Professor of Economics
- Ge XU, Innovation & Entrepreneurship Research Fellow

| Date               | Topics   |
|--------------------|--|
| December 5, 2023   | <ul style="list-style-type: none"> <li>• Introduction of the entrepreneurship research peak</li> <li>• Introduction of the Lee Kuan Yew Global Business Plan Competition</li> </ul> Presenters: <ul style="list-style-type: none"> <li>– Prof. Reddi Kotha, Professor of Strategy &amp; Entrepreneurship</li> <li>– Ge Xu, Innovation &amp; Entrepreneurship Research Fellow</li> </ul>  |
| April 8, 2024      | <ul style="list-style-type: none"> <li>• Research Consortium for Innovation and Entrepreneurship</li> <li>• Creating Singapore Dataset and Sharing Platform (discussion and sharing research interests and ideas)</li> </ul> Presenters: <ul style="list-style-type: none"> <li>– Seonghoon Kim, Associate Professor of Economics</li> <li>– Dr. Cheong Wei Yang, Vice Provost (Strategic Research Partnerships)</li> <li>– All attendees</li> </ul> <ul style="list-style-type: none"> <li>• Promoting Collaboration with Industry and Startups</li> </ul> Presenter: <ul style="list-style-type: none"> <li>– Dr. LIM Chon Phung, Executive-In-Residence at the Lee Kong Chian School of Business</li> </ul> |
| September 12, 2024 | <ul style="list-style-type: none"> <li>• Potential opportunities with government partners (SGInnovate)</li> </ul> Presenter: <ul style="list-style-type: none"> <li>– Dr. Cheong Wei Yang, Vice Provost (Strategic Research Partnerships)</li> </ul>   |

---

|               |   |
|---------------|---|
|               | <ul style="list-style-type: none"> <li>• Research Project on Innovation and Entrepreneurship (Ecosystem)</li> </ul> Presenters: <ul style="list-style-type: none"> <li>– Prof. Ted TSCHANG, Associate Professor of Strategic Management</li> <li>– YAO Xiaoxia (Shine), Doctor Business Administration</li> </ul>   |
| March 4, 2025 | <ul style="list-style-type: none"> <li>• Potential Research Opportunities with SSG Data</li> </ul> Presenter: <ul style="list-style-type: none"> <li>– Dr. Cheong Wei Yang, Vice Provost (Strategic Research Partnerships)</li> </ul> <ul style="list-style-type: none"> <li>• Research projects using Lee Kuan Yew Global Business Plan Competition data</li> </ul> Presenter: <ul style="list-style-type: none"> <li>– Prof. Reddi Kotha, Professor of Strategy &amp; Entrepreneurship</li> </ul> |

---

### Highlights of the workshops

#### **The enTRUST National Data Exchange Platform**

**The enTRUST (Enabling a Trusted Research and real-world data Utilisation and Sharing Tech)** platform is a **National Data Exchange platform** to facilitate the safe and secure sharing and usage of research and real-world data between the public and private sectors. enTRUST aims to significantly facilitate the access to data residing in different research and real world datasets. It has been used by MOH on a research projects. The enTRUST platform could potentially provide SMU faculty with anonymous datasets from government agencies, such as MOH.

#### **Potential Research Opportunities with SkillsFuture Singapore (SSG) dataset**

SMU is looking for collaboration with SkillsFuture Singapore (SSG) to conduct research on evaluating the effectiveness of SSG training programmes using SSG administration dataset. These initiatives could potentially provide SMU faculty opportunities to study the effect of SSG training programmes on various outcomes, such as employment and income, non-tangible outcomes on well-being, job satisfaction and social engagement.

#### **Lee Kuan Yew Global Business Plan Competition (LKYGBPC) dataset**

The Lee Kuan Yew Global Business Plan Competition (LKYGBPC) has been one of the world's largest deep-tech university start-up challenges since 2002. It is a biannual business plan competition organized by Singapore Management University's Institute of Innovation and Entrepreneurship (SMU IIE). The 11th LKYGBPC was held from in 2023. The competition featured 44 domain-specific panels and attracted participation from over 612 global university start-ups. Among them, 55 start-ups were selected as finalists and gathered at SMU for a one-week final competition and social event.

The Innovation and Entrepreneurship Research Peak team, Prof. Reddi Kotha and Dr. Ge Xu, have constructed a dataset of LKYGBPC 2023 with more than 200 variables coded from start-up application forms, pitch decks and judge evaluations. The dataset contains information on judges scores, start-up

team member, advisor, market opportunity and psychological measures of the pitch decks. This dataset will be released within SMU through SMU library (coming soon).

*In case a related publication was not included in this bulletin, or if any faculty members have upcoming work that they wish to highlight in the next bulletin, please kindly contact us. We welcome more faculty members and/or PhD students to participate in our upcoming workshops. If you are interested, please contact Innovation and Entrepreneurship Research Peak Lead Prof. Reddi Kotha ([reddikotha@smu.edu.sg](mailto:reddikotha@smu.edu.sg)) and Innovation and Entrepreneurship Research Fellow Dr. Ge Xu ([gexu@smu.edu.sg](mailto:gexu@smu.edu.sg)).*