

## MENKHOFF Thomas

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**Citizenship:** German

## Education

1990	Ph.D in Sociology and Development Planning University of Bielefeld  Thesis Title: Trade Routes, Trust and Trading Networks - Chinese Small Enterprises in Singapore Name of PhD Thesis Advisor: Hans-Dieter EVERS
1987	M.A. in Sociology and Development Planning University of Bielefeld

## Position(s) Held

2013 - Now	Academic Director of Master of Science in Innovation Programme, Lee Kong Chian School of Business, Singapore Management University
2012 - Now	Professor of Organizational Behaviour and Human Resources, Education Lee Kong Chian School of Business, Singapore Management University
Aug 2011 - Jun 2014	Area Coordinator of Organisational Behaviour Group. School of Business, Singapore Management University
2001 - 2011	Associate Professor of Management/Organizational Behaviour, Practice Lee Kong Chian School of Business, Singapore Management University
2009 - 2013	Curriculum Director, iLEAP Non-Profit Leadership Programme, Lien Centre for Social Innovation, Singapore Management University
2009	Programme Director, Comm Sec-MFA K4D Programme with Singapore's Ministry of Foreign Affairs and Commonwealth Secretariat, Singapore Management University
2002 - 2007	Programme Director, Comm Sec-MFA Knowledge Management Programme with Singapore's Ministry of Foreign Affairs and Commonwealth Secretariat, Singapore Management University
2004 - 2006	Area Coordinator of Organisational Behaviour Group, Singapore Management University
2003 - 2004	Area Coordinator of Management Group, Singapore Management University
2000 - 2001	Assistant Professor, Department of Management & Organisation, Faculty of Business Administration, National University of Singapore, Republic of Singapore.

1998 - 2000	Senior Fellow, Department of Sociology, Faculty of Arts & Social Sciences, Department of Sociology, National University of Singapore, Republic of Singapore.
1995 - 1998	Director (Pengarah) / Consultant, Human Resources Development Council, Ministry of Human Resources, Kuala Lumpur, Malaysia (funded by both the German and Malaysian Governments under the German CIM-Programme).
1993 - 1995	Teaching Fellow, Department of Organizational Behaviour, Faculty of Business Administration, National University of Singapore, Republic of Singapore.
1990 - 1993	Lecturer, Social Science Department, Centre for Development Research, Cologne University, Germany.
1988	Visiting Associate, Institute of Southeast Asian Studies, Republic of Singapore.
1987 - 1989	Research Fellow and Staff Member, Sociology of Development Research Centre, University of Bielefeld, Germany

### Visiting Positions

May 2007 - 2011	Visiting Professor Sampoerna School of Business and Management - Institut Teknologi Bandung (ITB), Indonesia, Teaching "Organization Behavior Module" for BLEMBA Executive MBA Programme
1988 - 1989	Visiting Associate Institute of Southeast Asian Studies, Singapore

### Awards, Recognition and Honors

- Nominated for SMU's Innovative Teacher Award, 2015
- Emerald Literati Network 2012 Award for Excellence as Outstanding Reviewer, 2012
- Nominated for SMU's Distinguished Teacher Award, 2010
- Winner of SMU's Most Innovative Teacher Award, 2009
- Nominated for 'Special Award for Innovation' by SMU's Teaching Excellence Taskforce, July 2008
- Dean's Teaching Honor List, Lee Kong Chian School of Business, Singapore Management University, 2007
- Nominated by Academy of Management 2003 for '2003 Carolyn Dexter All-Academy Award for Internationalizing the Academy, Paper 'Reflections about the Role of Expert Knowledge and Consultants in an Emerging Knowledge-based Economy (with Hans-Dieter Evers), August 2003

### Grants

- SMU Research Grant (Singapore Management University). Research Project 'The Effects of an Age-Diverse Workforce on Innovation in Small and Medium-Sized Enterprises (SMEs)', August 2014
- SMU Research Grant (Singapore Management University). Research Project 'Antecedents of Organizational Learning Capability and its Impact on Performance in Asian Family Firms', March

2011

- Grant (Lee Kong Chian School of Business, Dean's Office; Wee Kim Wee Centre). Singapore Management University; Organization of 5th International Research Conference on 'The Future of Chinese Philanthropy in Asia between Continuity and Change', 13 April 2009
- Professional Development Grant (Lee Kong Chian School of Business, Dean's Office, Singapore Management University) to participate in the "Science, Technology and Innovation Policy Program" at the John F. Kennedy School of Government, Harvard University, April 2008
- SMU Research Grant (Singapore Management University). Research Project 'Antecedents of Successfully Blending an e-Learning Module into a Knowledge Management Course: Lessons (about 'Web-based Learning') Learnt at the Singapore Management University', April 2008
- Teachware Development Grant (Lee Kong Chian School of Business, Centre for Teaching & Learning, Singapore Management University) 'Leadership Videos for SMU's Leadership & Team-Building Course', June 2007
- SMU Research Grant (Singapore Management University). Research Project 'Antecedents of Knowledge Sharing in Knowledge-Intensive Teams: A Cross-Cultural Perspective', March 2007
- Grant (Lee Kong Chian School of Business, Dean's Office; Wee Kim Wee Centre). Singapore Management University: Organization of 4th International Research Conference on Chinese Entrepreneurship and Asian Business Networks: 'Knowledge Architectures for Development - Challenges Ahead for Business and Governance' (March 24-25,2008), December 2006
- Teachware Development Grant (Lee Kong Chian School of Business, Centre for Teaching and Learning). Singapore Management University: Providing Cutting-Edge eLearning Solutions for SMU's 'Knowledge Management' Course, February 2005
- Grant (Lee Kong Chian School of Business, Dean's Office; Wee Kim Wee Centre). Singapore Management University: Organization of 3rd International Research Conference on Chinese Entrepreneurship and Asian Business Networks: 'Value Creation through Knowledge Governance' (March 20-21, 2006), February 2004
- SMU Research Grant (Singapore Management University). Research Project 'Building an Intelligent Organisation: A Knowledge Management Framework for the Singapore Management University (SMU), September 2002
- NUS Publication Grant (National University of Singapore). Publication of "Chinese Entrepreneurship and Asian Business Networks" (edited together with Solvay Gerke), London and New York: RoutledgeCurzon, February 2002
- Wharton-SMU Research Grant (Singapore Management University). Research Project 'China's Decentralized Bureaucratic Capitalism and Science & Technology Parks as Knowledge-Economy Catalysts - Origins, Challenges, Outcomes' (02-C207-WSMU-003), September 2002
- SMU Research Grant (Singapore Management University). Research Project 'Benchmarking Organisational Knowledge: A Study of German and Singaporean Organisations' (01-C207-SMU-002), November 2001
- Grant (German Research Council/DFG). 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), May 1999
- Grant (National University of Singapore). Research Project 'The Management of Organizational Change and Resistance in Small and Medium-Sized Enterprises (SMEs)' (NUS RP 3982091/R-111-000-014-112), February 1999

- Grant (German Research Council/DFG). University of Bielefeld, Sociology of Development Research Centre: International Conference 'Modernization and Ethnic Chinese in Asia-Pacific' (chaired by H. Buchholt / T. Menkhoff), December 1995
- Grant (German Research Council/DFG). University of East Anglia, Overseas Development Group, Norwich (UK): Professional Development Course 'Monitoring & Evaluation of Public Sector Projects and Programmes', July 1992 - September 1992

## Scholarships

- Fellowship (Freeman Foundation). Salzburg Seminar, Session 373 'China and the Global Community', December 1999
- Graduate Fellowship (Volkswagen Foundation). University of Bielefeld, Graduate School: Sociology of Development and Social Anthropology, 1989 - 1990
- Graduate Fellowship (German Academic Exchange Service, DAAD). Institute of Southeast Asian Studies in Singapore., September 1990 - December 1990
- Graduate Fellowship (European Community). University of London, School of African & Oriental Studies: Southeast Asian Studies., April 1989 - July 1989

## Research Interests

- Managing Knowledge and Innovation in Organisations
- Human Capital and Leadership Development
- Asian Entrepreneurship and Ethnic Chinese in Asia
- Knowledge Governance, Development and Knowledge Economy

## Journal Article

1. "Mastering the Acquisition of Future Work Skills through Project-based Learning in a Smart City Course (with a X-Factor)", by Thomas Menkhoff, Tan Gan Hup, Gary Pan & Kan Siew Ning, 01/2017, *Innovations in Education and Teaching International*. (Submitted, Peer-Reviewed)
2. "'TweetBoard' – a case study of developing a micro-blogging platform for higher education", by HSU, Shao Cheh Joyce; GAN, Kok Siew Benjamin; LEE, Jin; LIM, Shu Hui Sheryl; LIM, Xie Yan Jeremy; MENKHOFF, Thomas; TAN, Si Xian Sherman; WOODARD, C. Jason; YAP, Qiu Cheng, 12/2016, *International Journal of Social Media and Interactive Learning Environments*, 4, 4, 305 - 318, <http://dx.doi.org/10.1504/IJSMILE.2016.10002194>. (Published, Peer-Reviewed)
3. "TweetBoard – A Case Study of Developing a Micro-Blogging Platform for Higher Education", by HSU, Joyce H.C.; GAN, Benjamin K. S.; JIN, Le; LIM, Sheryl S.H.; LIM, Jeremy X.Y.; MENKHOFF, Thomas; TAN, Sherman S.X.; WOODARD, Jason; YAP, Qiu C, 12/2016, *International Journal of Social Media and Interactive Learning Environments*, 4, 4, 305 - 318, <http://dx.doi.org/10.1504/IJSMILE.2016.081272>. (Published, Peer-Reviewed)
4. "Incorporating Microblogging (â€œTweetingâ€•)n Higher Education: Lessons Learnt in a Knowledge Management Course", by MENKHOFF, Thomas; CHAY, Yue Wah; BENGTTSSON, Magnus Lars; WOODARD, C. Jason; GAN, Benjamin Kok Siew, 12/2015, *Computers in Human Behavior*, 51, 1295 - 1302, <http://dx.doi.org/10.1016/j.chb.2014.11.063>. (Published, Peer-Reviewed)

5. "Enhancing Students's Learning Process through Interactive Digital Media: New Opportunities for Collaborative Learning", by GAN, Benjamin; MENKHOFF, Thomas; SMITH, Richard R., 10/2015, *Computers in Human Behavior*, 51, Part B, 652 - 663, <http://dx.doi.org/10.1016/j.chb.2014.12.048>. (Published, Peer-Reviewed)
6. "Fostering the Learning Capacity of Small-Scale Ethnic Chinese Business Organizations: An Exploratory Study", by MENKHOFF, Thomas; CHAY, Yue Wah, 01/2013, *International Journal of Asian Business and Information Management*, 5, 2, 41 - 58. (Published, Peer-Reviewed)
7. "Engaging Students in Higher Education Through Mobile Learning: Lessons Learnt in a Chinese Entrepreneurship Course", by MENKHOFF, Thomas; BENGTTSSON, Magnus Lars, 01/2012, *Educational Research for Policy and Practice*, 11, 3, 471 - 487, <http://www.springerlink.com/content/17670512305152h6/?MUD=MP>. (Published, Peer-Reviewed)
8. "Improving Small Firm Performance through Collaborative Change Management and Outside Learning: Trends in Singapore", by MENKHOFF, Thomas; CHAY, Yue Wah, 01/2011, *International Journal of Asian Business and Information Management*, 2, 1, 1 - 24. (Published, Peer-Reviewed)
9. "Engaging knowledge management learners through web-based ICT: an empirical study", by MENKHOFF, Thomas; Thang, Tze Yian; CHAY, Yue Wah; WONG, Yue Kee, 01/2011, *Vine -London-*, 41, 2, 132 - 151, <http://dx.doi.org/10.1108/03055721111134781>. (Published, Peer-Reviewed)
10. "Subethnische Dimensionen Des Veraenderungsmanagements in Asiatischen Klein- Und Mittelunternehmen: Trends in Singapur", by Badibanga, Ulrike; MENKHOFF, Thomas, 05/2010, *Betriebswirtschaft -Stuttgart-*, 25, 2, 154 - 177. (Published, Peer-Reviewed)
11. "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, 05/2010, *International Journal of Human Resources Development and Management*, 5, 2, 204 - 217. (Published, Peer-Reviewed)
12. "Issues and Challenges of Corporate Change Initiatives in Singapore's Small Business Sector", by MENKHOFF, Thomas; LOH, Benjamin; KAY, Lena, 03/2010, *Asian Academy of Management Journal*, 8, 1, 49 - 64, <http://web.usm.my/aamj/8.1.2003/AAMJ%208-1-4.pdf>. (Published, Peer-Reviewed)
13. "Exploring the Antecedents of New Knowledge Creation in Organizational Settings: An Empirical Study", by MENKHOFF, Thomas; CHAY, Yue Wah; LOH, Benjamin; EVERS, Hans-Dieter, 01/2010, *International Journal of Knowledge Management Studies*, 4, 1, 65 - 79, <http://dx.doi.org/10.1504/IJKMS.2010.029787>. (Published, Peer-Reviewed)
14. "Knowledge Clusters and Knowledge Hubs: Designing Epistemic Landscapes for Development", by EVERS, Hans-Dieter; GERKE, Solvay; MENKHOFF, Thomas, 01/2010, *Journal of Knowledge Management*, 14, 5, 678 - 689. (Published, Peer-Reviewed)
15. "Introduction: Chinese Philanthropy between Continuity and Change", by MENKHOFF, Thomas; Hoon, Chang Yau, 01/2010, *Journal of Asian Business*, 24, 1, 1 - 12. (Published, Peer-Reviewed)
16. "Knowledge and Development in Singapore: Trends and Propositions", by MENKHOFF, Thomas; GERKE, Solvay; EVERS, Hans-Dieter; CHAY, Yue-Wah, 10/2009, *Asien: Deutsche Zeitschrift fuer Politik, Wirtschaft und Kultur*, 112, 31 - 52. (Published, Peer-Reviewed)
17. "Tri Thuc Va Phat Trien - Nhung Chien Luoc Xay Dung Xa Hoi Tri Thuc [Knowledge and Development - Strategies of Knowledge-Based Society Building]", by EVERS, Hans-Dieter; GERKE, Solvay; MENKHOFF, Thomas, 01/2008, *Tap chi khoa hoc xa hoi*, 6, 74 - 80, <http://www.worldcat.org/oclc/702373247>. (Published)
18. "Territoriality over Knowledge Towards a Cross-Cultural Perspective", by BROWN, Graham; MENKHOFF, Thomas, 01/2008, *Journal of Asian Business*, 22, 2, 103 - 121. (Published,

Peer-Reviewed)

19. "Technological Change Management Strategies in Asian Small-Scale Businesses", by MENKHOFF, Thomas; CHAY, Yue Wah, 01/2008, *Internationales Asienforum*, 39, 3/4, 305 - 324. (Published, Peer-Reviewed)
20. "The Effects of Entrepreneurial Growth Orientation on Organizational Change and Firm Growth", by TAN, Wee Liang; MENKHOFF, Thomas; CHAY, Yue Wah, 12/2007, *Small Enterprise Research*, 15, 2, 88 - 99. (Published, Peer-Reviewed)
21. "Leadership in Knowledge Sharing: Creating Value through Collaboration", by MENKHOFF, Thomas; CHAY, Yue Wah; LOH, Benjamin, 01/2007, *Journal of Asian Business*, 22, 2, 265 - 281. (Published, Peer-Reviewed)
22. "What Makes Chinese Knowledge Cultures Tick? Introduction to 'the Power of Knowing - Studies of Chinese Business in Asia'", by MENKHOFF, Thomas; PANG, Eng Fong; EVERS, Hans-Dieter, 01/2007, *Journal of Asian Business*, 22, 2, 1 - 24. (Published, Peer-Reviewed)
23. "Social Capital and Knowledge Sharing in Knowledge-Based Organizations: An Empirical Study", by CHAY, Yue Wah; MENKHOFF, Thomas; LOH, Benjamin; EVERS, Hans-Dieter, 01/2007, *International Journal of Knowledge Management*, 3, 1, 29 - 48. (Published, Peer-Reviewed)
24. "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, 01/2007, *Copenhagen Journal of Asian Studies*, 25, 50 - 73. (Published, Peer-Reviewed)
25. "Value Creation through Strategic Knowledge Management: The Case of Singapore Airlines", by MENKHOFF, Thomas; WIRTZ, Jochen; HERACLEOUS, Loizos, 01/2007, *Journal of Asian Business*, 23, 1, 249 - 263. (Published, Peer-Reviewed)
26. "Little Understood Knowledge Trap", by EVERS, Hans-Dieter; GERKE, Solvay; MENKHOFF, Thomas, 01/2006, *D C*, 33, 6, 246 - 247. (Published)
27. "Change Leadership in Small Enterprises: Evidence from Singapore (in German: Die Durchfuehrung Von Veraenderungsprozessen in Kleinunternehmen: Anhaltspunkte Aus Singapur)", by MENKHOFF, Thomas; CHAY, Yue Wah, 01/2006, *Zeitschrift fur Kmu und Entrepreneurship*, 54, 2, 116 - 140. (Published, Peer-Reviewed)
28. "Talent Management: An Uncommon Route to Reaching Strategic Goals", by HUKINS, Elisa; MENKHOFF, Thomas, 01/2004, *Research Insights (Mercer Human Resource Consulting)*, 3, 4, 3 - 5. (Published)
29. "Notes from an –Intelligent Island–™: Towards Strategic Knowledge Management in Singapore–™s Small Business Sector", by MENKHOFF, Thomas; CHAY, Yue Wah; LOH, Benjamin, 01/2004, *Internationales Asienforum*, 35, 1-2, 85 - 99. (Published, Peer-Reviewed)
30. "Reflections About the Role of Expert Knowledge and Consultants in an Emerging Knowledge-Based Economy", by EVERS, Hans-Dieter; MENKHOFF, Thomas, 01/2004, *Human Systems Management*, 23, 2, 123 - 135. (Published, Peer-Reviewed)
31. "Worlds Apart? Reflections on the Relationship between Small Entrepreneurs and External Change Advocates in Singapore", by MENKHOFF, Thomas; KAY, Lena; LOH, Benjamin, 02/2002, *Journal of Asian Business*, 18, 1, 37 - 65. (Published, Peer-Reviewed)
32. "New Challenges Ahead for the Business Empire of Chinese Entrepreneurs in Southeast Asia (in German)", by MENKHOFF, Thomas, 01/2002, *Asiatische Studien*, 56, 1, 93 - 123, <http://dx.doi.org/10.5169/seals-147567>. (Published, Peer-Reviewed)

33. "Change Leadership in Organizations: The Case of Singapore's Small and Medium-Sized Enterprises", by MENKHOFF, Thomas; CHAY, Yue Wah; LOH, Benjamin, 01/2002, *International Small Business Series*. (Published, Peer-Reviewed)
34. "Beyond the Asian Crisis - How Singapore's Small Entrepreneurs Manage Change", by MENKHOFF, Thomas, 04/2001, *Productivity Digest*, 20, 2, 22 - 26. (Published)
35. "Malaysia's Public Policy Approach to Human Resource Development", by MENKHOFF, Thomas, 04/2000, *Asien: Deutsche Zeitschrift fuer Politik, Wirtschaft und Kultur*, 75, 44 - 60. (Published, Peer-Reviewed)
36. "Managing Organizational Change and Resistance in Small and Medium-Sized Family Firms", by MENKHOFF, Thomas; KAY, Lena, 01/2000, *Research and Practice in Human Resource Management*, 8, 1, 153 - 172. (Published, Peer-Reviewed)
37. "Crisis Management: Chinese Entrepreneurs and Business Networks in Southeast Asia", by EVERS, Hans-Dieter; GERKE, Solvay; MENKHOFF, Thomas, 01/2000, *Journal of Asian Business*, 16, 1, 141. (Published, Peer-Reviewed)
38. "Malaysia's Public Administration between Downsizing, Debureaucratization and Crisis Management (in German)", by MENKHOFF, Thomas, 01/2000, *Verwaltung and Management*, 6, 2, 90 - 95. (Published, Peer-Reviewed)
39. "Internationalisation of Asian Business", by SIKORSKY, Douglas; MENKHOFF, Thomas, 01/2000, *Singapore Management Review*, 22, 1, 1 - 17. (Published, Peer-Reviewed)
40. "From Entrepot to Nic - Economic and Structural Policy Aspects of Singapore's Development", by WIRTZ, Jochen; MENKHOFF, Thomas, 01/1998, *Sasin Journal of Management*, 4, 1, 112 - 123. (Published, Peer-Reviewed)
41. "Structural and Economic Aspects of Singapore's Development (in German)", by MENKHOFF, Thomas; WIRTZ, Jochen, 04/1997, *Bericht // Deutsche Wissenschaftliche Gesellschaft Erdgas und Kohle*, 41 - 55. (Published, Peer-Reviewed)
42. "Singapore - Asian Metropolis between Globalisation and Cultural Revivalism (in Russian)", by MENKHOFF, Thomas, 01/1997, *Politekonom*, 3-4, 107 - 118. (Published, Peer-Reviewed)
43. "Singapore - 'Smart' City State in Southeast Asia (in German)", by MENKHOFF, Thomas, 01/1996, *Geographie Heute*, 17, 142, 34 - 38. (Published, Peer-Reviewed)
44. "Trading Networks of Chinese Entrepreneurs in Singapore", by MENKHOFF, Thomas; Labig, Chalmers, 01/1996, *Sojourn*, 11, 1, 128 - 151. (Published, Peer-Reviewed)
45. "From Entrepot to Nic - Singapore's Success Story (in German)", by MENKHOFF, Thomas, 09/1995, *Geographie Heute*, 16, 133, 16 - 21. (Published, Peer-Reviewed)
46. "Business on Trust - Chinese Social Structure and Non-Contractual Business Relationships (in German)", by MENKHOFF, Thomas, 01/1995, *Sociologus: A Journal for Empirical Ethno-Sociology and Ethno Psychology*, 45, 59 - 84. (Published, Peer-Reviewed)
47. "Towards an Understanding of Chinese Business Networks in Asia-Pacific", by MENKHOFF, Thomas; Labig, Chalmers, 01/1995, *Internationales Asienforum*, 26, 3-4, 343 - 364. (Published, Peer-Reviewed)
48. "Huaqiao, the Social Role of the Ethnic Chinese in Indonesia", by BUCHHOLT, Helmut; MENKHOFF, Thomas, 04/1994, *Asien: Deutsche Zeitschrift fuer Politik, Wirtschaft und Kultur*, 51, 25 - 38. (Published, Peer-Reviewed)
49. "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, 01/1993, *Entwicklungsethnologie*, 3, 4 - 20. (Published, Peer-Reviewed)
50. "Chinese Non-Contractual Business Relations and Social Structure - the Singapore Case", by MENKHOFF, Thomas, 01/1992, *Internationales Asienforum*, 23, 1/2, 261 - 288. (Published, Peer-Reviewed)
  51. "Free Markets in the People's Republic of China (in German)", by Jamann, Wolfgang; MENKHOFF, Thomas, 10/1988, *Asien: Deutsche Zeitschrift fuer Politik, Wirtschaft und Kultur*, 29, 1 - 38. (Published, Peer-Reviewed)
  52. "China's Second Economy (in German)", by Wolfgang, Jamann; MENKHOFF, Thomas, 01/1988, *Osteuropa Wirtschaft*, 33, 1, 16 - 36. (Published, Peer-Reviewed)
  53. "Structural Characteristics and Development Problems of the Private Economy in the People's Republic of China (in German)", by Jamann, Wolfgang; MENKHOFF, Thomas, 01/1988, *Internationales Asienforum*, 19, 2, 193 - 232. (Published, Peer-Reviewed)

### Conference Proceedings Article

1. "Knowledge Cluster Development through Connectivity: Examples from Southeast Asia", by MENKHOFF, Thomas, EVERS, Hans-Dieter, 04/2016, *eKNOW 2016: The Eighth International Conference on Information, Process, and Knowledge Management: April 24-28, 2016, Venice, Italy*, 33 - 40, Red Hook NY: Curran for IARIA. (Published, Peer-Reviewed)
2. "The Effects of an Age-Diverse Workforce on Innovation in Small and Medium-Sized Enterprises (SMEs): The Case of Singapore", by MENKHOFF, Thomas, 10/2015, *Proceedings of the 20th IAMB Conference: Istanbul, Turkey, October 21-22, 2015*, Silver Spring, MD: International Academy of Management and Business. (Published, Peer-Reviewed)
3. "Organizational Learning in Asian SMEs: Case Studies from Singapore", by MENKHOFF, Thomas, 10/2014, *14th EBES Conference: Proceedings: Barcelona, Spain, October 23-25, 2014*, Barcelona, Spain: Eurasia Business and Economics Society, <http://www.worldcat.org/oclc/898610411>. (Published, Peer-Reviewed)
4. "Microblogging for Engaged Teaching and Learning", by MENKHOFF, Thomas; GAN, Benjamin Kok Siew; WOODARD, Jason; CHAY, Yue Wah, 10/2014, *Proceedings of the IADIS International Conference Applied Computing: Porto, Portugal, 25-27 October 2014*, 127 - 134, Porto: IADIS, <http://www.iadisportal.org/digital-library/microblogging-for-engaged-teaching-and-learning>. (Published, Peer-Reviewed)
5. "Making (More) Pedagogical Sense of Twitter with a Newly Developed Tracking Device and Prioritised Discussion Points: The Story of a Collaborative Twitter Improvement Project", by MENKHOFF, Thomas; YEE, Qi Ming Gabriel; Bengtsson, Magnus Lars, 03/2012, *Proceedings of the IADIS International Conference Mobile Learning 2012, Berlin, 11-13 March 2012*, Berlin, Germany: IADIS. (Published, Peer-Reviewed)
6. "Using Microblogging ("Tweets") in Higher Education: New Opportunities for Blended Learning", by MENKHOFF, Thomas; BENGTSSON, Magnus L., 07/2011, *Proceedings of the IADIS International Conference e-Learning 2011, Part of the IADIS Multi Conference on Computer Science and Information Systems 2011, MCCSIS 2011*, Rome, Italy: IADIS International Conference on eLearning organised by the International Association for the Development of an Information Society (IADIS), <http://www.elearning-conf.org/>. (Published, Peer-Reviewed)
7. "Engaging Students in Higher Education through Mobile Learning", by MENKHOFF, Thomas, 09/2010, *Organizational, Business, and Technological Aspects of the Knowledge Society: Third World Summit on the Knowledge Society, WSKS 2010, Corfu, Greece, September 22-24, 2010. Proceedings, Part II*, 471 - 487, Corfu, Greece: Springer, [http://dx.doi.org/10.1007/978-3-642-16324-1\\_56](http://dx.doi.org/10.1007/978-3-642-16324-1_56). (Published, Peer-Reviewed)

8. "Blended Learning Issues in Implementing a Knowledge Management Course: Lessons Learnt at the Singapore Management University", by MENKHOFF, Thomas; Yian Thang, Tza; WONG, Yue Kee, 08/2008, *Proceedings of the IADIS International Conference on WWW/Internet 2008, Freiburg, 13-15 October 2008*, Freiburg, Germany: IADIS. (Published, Peer-Reviewed)
9. "Evaluating the Blending of an E-Learning Module into a Knowledge Management Course: A Case Study from the Singapore Management University (SMU)", by MENKHOFF, Thomas; DONATA TY, Edgardo; THANG, Tze Yian; WONG, Yue Kee, 07/2007, *Proceedings of the IADIS International Conference e-Learning 2007, Lisbon, 6-8 July 2007*, Lisbon, Portugal: IADIS. (Published, Peer-Reviewed)
10. "Creating Knowledge through Combination: A Case Study from Singapore", by MENKHOFF, Thomas; CHAY, Yue Wah; LOW, Benjamin; EVERS, Hans-Dieter, 11/2006, *2006 Innovations in Information Technology: Proceedings, Dubai, 19-21 November 2006*, 1 - 5, Dubai, UAE: IEEE, <http://dx.doi.org/10.1109/INNOVATIONS.2006.301958>. (Published, Peer-Reviewed)
11. "Theorizing, Measuring, and Predicting Knowledge Sharing Behavior in Organizations - a Social Capital Approach", by Menkhoff, Thomas, 01/2005, *HICSS '05 Proceedings of the Proceedings of the 38th Annual Hawaii International Conference on System Sciences*, 252, Washington, DC, USA: IEEE, <http://portal.acm.org/citation.cfm?id=1042439.1043216>. (Published, Peer-Reviewed)

## Conference Paper

1. "Learning through 'Doing Good Well': Integrating Social Innovation into a Leadership and Team Building Course", by MENKHOFF, Thomas; TAN, Rani & KAN, Siew Ning, 07/2017, 8th International Conference on Applied Human Factors and Ergonomics (AHFE 2017), Los Angeles, California, USA. (Accepted, Peer-Reviewed)
2. "Flipped and Mobile - Promoting Active Learning in an Asian Entrepreneurship Course", by Thomas Menkhoff, 04/2017, 13th International Conference on Mobile Learning 2017 (ML 2017) organised by the International Association for Development of the Information Society (IADIS), Budapest, Hungary. (Accepted, Peer-Reviewed)
3. "'Excursions are awesome!' – Mastering interactive pedagogy and innovative out-of-classroom learning approaches amidst spatial changes in a 'Smart Nation'", by KAN, Siew Ning; MENKHOFF, Thomas; PAN, Gary; TAN, Gan Hup, 10/2016, Knowledge Cities World Summit 2016, October 12-14, Vienna. (Accepted, Peer-Reviewed)
4. "Educational Capstone Project Approaches to Create Entrepreneurial Innovators", by MENKHOFF, Thomas & CHIN, Jeff, 10/2016, 9th Knowledge Cities World Summit, Vienna. (Published, Peer-Reviewed)
5. "Harnessing the Power of Age-Diverse Innovation Teams – Examples from Singapore", by MENKHOFF, Thomas; CHIN, Jeff, 06/2016, Paper presented at the 28th Annual Meeting conference of the Society for the Advancement of Socio-Economics (SASE), Knowledge, Technology, and Innovation Track, 24-26 June 2016, California, Berkeley, USA. (Accepted, Peer-Reviewed)
6. "Incorporating Microblogging (â€œTweetingâ€•)n Higher Education: Lessons Learnt in a Knowledge Management Course", by MENKHOFF, Thomas; CHAY, Yue Wah; BENGTTSSON, Magnus Lars; WOODARD, Jason; GAN, Benjamin Kok Siew, 08/2014, International Conference on Social Nets and New Media for Learning, Business, Collaboration, Innovation and Sustainable Development, 27-28 August 2014, Nice, France. (Accepted, Peer-Reviewed)
7. "Effective Leadership through the Mastery of Mindfulness", by MENKHOFF, Thomas, 12/2012, International Workshop "Ways of Leadership: Pressing Challenges and Cutting-Edge Research", Singapore. (Accepted)

8. "Stimulating Higher Education Students' Desire to Learn through Microblogging ("Tweeting")", by MENKHOFF, Thomas; CHAY, Yue Wah, 09/2012, Academy of Management Annual Meeting 2012, August 3-7, Boston, MA. (Accepted, Peer-Reviewed)
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  37. "Champions of Change or Petty Dinosaurs? A Survey of Organisational Change Management Practices of Chinese SMEs in Singapore", by MENKHOFF, Thomas; LOH, Benjamin, 01/2002, In Suryadinata, Leo, *Ethnic Chinese in Singapore and Malaysia : A Dialogue between Tradition and*

*Modernity*, 277 - 298, Singapore: Times Academic Press,  
<http://worldcat.org/isbn/9789812101860>. (Published, Peer-Reviewed)

38. "Chinese Business Networks - a Hypothetical Dialogue", by MENKHOFF, Thomas, 01/1999, In *The Encyclopedia of the Chinese Overseas*, 94 - 95, Harvard University Press; Chinese Heritage Centre at Nanyang Technological University, <http://worldcat.org/isbn/9780674252103>. (Published)
39. "Trust and Chinese Economic Behaviour in Singapore", by MENKHOFF, Thomas, 01/1998, In *Work, Organisation and Industry – the Asian Experience*, 121 - 151, <http://worldcat.org/isbn/9810406460>. (Published)
40. "State, Market and Modernization - the Singapore Experience (in German)", by MENKHOFF, Thomas, 01/1998, In *Laenderbericht China - Politik, Wirtschaft Und Gesellschaft Im Chinesischen Kulturraum. Schriftenreihe Der Bundeszentrale Fuer Politische Bildung*, 240 - 257, <http://worldcat.org/isbn/9783893313082>. (Published)
41. "China's Transformation and the Chinese Diaspora in Singapore, Malaysia and Indonesia (in German)", by MENKHOFF, Thomas, 01/1997, In *Confucian Capitalism in East- and Southeast Asia, Schriftenreihe Der Zentralstelle Fuer Auslandskunde (Za)*, 25 - 62. (Published)
42. "The Social Organisation of Global Ethnic Trading Networks", by MENKHOFF, Thomas, 01/1997, In *ASEAN in the Global System*, 53 - 73, Bangi: Penerbit Universiti Kebangsaan Malaysia, <http://worldcat.org/isbn/9789679423839>. (Published)
43. "Trust and Chinese Economic Behaviour in Singapore - Cultural and Structural Conditions of Trust and Cooperation in Business Relationships (in German)", by MENKHOFF, Thomas, 01/1996, In *From Pedlar to Towkay - Ethnic Chinese and the Modernization of Asia-Pacific (in German), Schriftenreihe Internationales Asienforum*, Weltforum Verlag, <http://worldcat.org/isbn/9783803904607>. (Published)
44. "Ethnic Chinese and the Rise of Asia-Pacific (in German)", by BUCHHOLT, Helmut; MENKHOFF, Thomas, 01/1996, In *From Pedlar to Towkay - Ethnic Chinese and the Modernization of Asia-Pacific (in German)*, Weltforum Verlag, <http://worldcat.org/isbn/9783803904607>. (Published)
45. "Trade Routes, Trust and Tactics: Chinese Traders in Singapore", by MENKHOFF, Thomas, 01/1994, In *The Moral Economy of Trade : Ethnicity and Developing Markets*, <http://worldcat.org/isbn/9780415092906>. (Published)
46. "Options and Problems of Comparative Secondary Analyses of Datasets on the Informal Sector - Small-Scale Industries in Ghana and Nigeria (in German)", by MENKHOFF, Thomas; Reichert, Christoph, 01/1992, In *Empirische Sozialforschung Und Entwicklungsländer, Methodenprobleme Und Praxisbezug, Cologne Studies on Developing Countries, Saarbrücken, Breitenbach Publishers*, <http://worldcat.org/isbn/9783881565448>. (Published)

## Edited Book

1. "Living in Smart Cities: Innovation and Sustainability, World Scientific", by Thomas Menkhoff, Kan Siew Ning, Hans-Dieter Evers & Chay Yue Wah, 01/2017, World Scientific. (Forthcoming)
2. "Catalyst for Change: Chinese Business in Asia", by Menkhoff, Thomas; CHAY, Yue Wah; EVERS, Hans-Dieter; HOON, Chang Yau, 01/2014, Singapore: World Scientific, <http://www.worldcat.org/oclc/853313533>. (Published)
3. "Beyond the Knowledge Trap: Developing Asia's Knowledge-based Economies", by MENKHOFF, Thomas; EVERS, Hans-Dieter; CHAY, Yue Wah; PANG, Eng Fong, 04/2011, Singapore: World Scientific, <http://worldcat.org/isbn/9789814343688>. (Published, Peer-Reviewed)
4. "Governing and Managing Knowledge in Asia", 2nd ed., by MENKHOFF, Thomas; EVERS, Hans-Dieter; CHAY, Yue Wah, 01/2010, Singapore: World Scientific,

<http://worldcat.org/isbn/9789814289900>. (Published, Peer-Reviewed)

5. "Chinese Philanthropy in Asia between Continuity and Change", by MENKHOFF, Thomas; HOON, Chang Yau, 01/2010, Ann Arbor, MI: Stephen M. Ross School of Business at the University of Michigan, <http://www.worldcat.org/oclc/728448557>. (Published, Peer-Reviewed)
6. "The Power of Knowing: Studies of Chinese Business in Asia", by MENKHOFF, Thomas; PANG, Eng Fong; EVERS, Hans-Dieter, 01/2008, Ann Arbor, MI: Stephen M. Ross School of Business at the University of Michigan, <http://www.worldcat.org/oclc/268707714>. (Published)
7. "Governing and Managing Knowledge in Asia", by MENKHOFF, Thomas; EVERS, Hans-Dieter; CHAY, Yue Wah, 01/2005, Singapore: World Scientific, <http://worldcat.org/isbn/9789812561930>. (Published)
8. "Chinese Entrepreneurship and Asian Business Networks", by MENKHOFF, Thomas; GERKE, Solvay, 11/2004, London: Routledge, <http://worldcat.org/isbn/9780415338288>. (Published)
9. "Chinese Entrepreneurship and Asian Business Networks", by MENKHOFF, Thomas; GERKE, Solvay, 12/2002, London: RoutledgeCurzon, <http://worldcat.org/isbn/9780203220771>. (Published)
10. "Confucian Capitalism in East- and Southeast Asia", by MENKHOFF, Thomas; WALD, Hermann J., 01/1997, Bad Honnef: Zentralstelle für Auslandskunde, <http://www.worldcat.org/oclc/248250413>. (Published)
11. "From Pedlar to Towkay: Ethnic Chinese and the Modernization of Asia-Pacific", by MENKHOFF, Thomas; BUCHHOLT, Helmut, 01/1996, München: Weltforum Verlag, <http://worldcat.org/isbn/9783803904607>. (Published)

## Invited Academic Talk / Lecture

1. "Catalyzing Innovation in a Volatile World - The Leadership Challenge", by MENKHOFF, Thomas, 11/2016, Invited Keynote Address at Zoetis (Thailand) Top Customer Forum, Hanoi, Vietnam. (Published)
2. "Unleashing The Power of Innovation", by MENKHOFF, Thomas, 08/2016, Invited Keynote Address at a special Innovation Event entitled "How Innovation Can Make a Difference" organised by The Business Times (Key Enterprise Partner: Canon) and Member of a Panel Discussion ("Can Innovation Make a Real Difference?") moderated by Jacky Tai (PWC) together with Dr Loy Chong Jin and Dr Kelly Anderson (Open Innovation Manager, P&G) and Mr Alok Bharadwaj, Senior Vice President of Corporate Strategic Group, Canon Singapore, Sheraton Towers Singapore Hotel. (Published)
3. "To innovate hire the 'wrong' people", by MENKHOFF, Thomas, 07/2016, SMU Professional Development Series Workshops, Singapore. (Published)
4. "Making innovation work through multi-generational teams, reverse mentoring and transformational leadership", by MENKHOFF, Thomas, 02/2016, Future Ready Forum 2016, February 20-21, Singapore. (Published)
5. "Reflections about the Role of Authentic Leadership in Education", by Thomas Menkhoff, 11/2015, Invited Paper presented at a Meeting of the Academy of Principals (Singapore) organized by MOE (Ministry of Education) Grange Road Centre. (Published)
6. "Creating Great Learning Environments – One Tweet at a Time", by MENKHOFF, Thomas, 09/2015, Invited Paper presented SMU's Teaching Innovation Week organized by Centre for Teaching Excellence. (Published, Peer-Reviewed)
7. "How To Turn Urban Knowledge Clusters into Innovation Hubs – The Singapore (Start-Up) Experience", by Thomas Menkhoff, 04/2014, Invited Paper presented at the Macao Polytechnic

- Institute, Macau Special Administrative Region. (Published)
8. "Gateway to the South China Sea: Singapore's Off Shore Marine Business", by Thomas Menkhoff & Hans-Dieter Evers, 11/2013, Paper presented at the international IAS South China Sea Workshop, Universiti Brunei Darussalam. (Published)
  9. "Leverage Mobile Learning Apps - It's Fun and Engaging", by Thomas Menkhoff, 10/2013, Paper presented at SMU's Teaching Innovation Interest Group Meeting, Singapore Management University (SMU). (Published)
  10. "Motivating Smart People to Learn, Innovate and Become Entrepreneurial", by Thomas Menkhoff, 07/2013, Paper presented at the Joint SMU-IIM-Lucknow Workshop on "Innovation and Entrepreneurship" at the Indian Institute of Management, Lucknow (Noida Campus), India, 29 July 2013, and SMU-IIT Kanpur Workshop on "Strategies for Innovation Driven Business Development", Indian Institute of Technology, Kanpur, India. (Published)
  11. "Mobile Learning Apps: Mastering a Disruptive Innovation", by Thomas Menkhoff, 07/2013, Paper presented at the SMU Alumni Talk Shop, Singapore Management University (SMU). (Published)
  12. "Strategic Talent Management Interventions for Learning and Talent Development", by Thomas Menkhoff, 06/2013, Paper presented at the International Higher Education Talent Management Forum 2013 organised by Liquid Asia, Parkroyal Hotel, Kuala Lumpur, Malaysia. (Published)
  13. "Supporting Asia's Knowledge-based Development through Mobile Learning: Trends, Good Practices & Policy Imperatives", by Thomas Menkhoff, 05/2013, Paper presented at the SMU Library Staff Seminar, Singapore Management University (SMU). (Published)
  14. "Supporting Asia's Knowledge-based Development through Mobile Learning: Trends, Good Practices and Policy Imperatives", by Thomas Menkhoff, 11/2012, Invited Paper presented at an UNESCO High-level Expert Meeting on 'Beyond 2015 - Rethinking Learning in a Changing World' held in Bangkok, Thailand. (Published)
  15. "Creativity, Innovation and Entrepreneurship - Challenges Ahead for Knowledge Leaders in Asia", by Thomas Menkhoff, 07/2012, Invited Paper presented at the Regional Entrepreneurship Development Symposium 2012 (REDS 2012) organized by AKEPT (Ministry of Higher Education's Higher Education Leadership Academy), Ministry of Higher Education Malaysia, Federal Government Administrative Centre, Putrajaya. (Published)
  16. "Inside Asian Business: How 'Chinese' are Singapore Chinese Small Businesses?", by Thomas Menkhoff, 06/2012, Invited Paper presented at the International Conference "Trajectories of Chinese Communities in Southeast Asia" organized by the School of Social Sciences, Singapore Management University (SMU), Singapore. (Published)
  17. "Knowledge Diffusion through Good Knowledge Governance: The Case of Singapore's Offshore Marine Cluster", by Thomas Menkhoff & Hans-Dieter Evers, 06/2012, Invited Paper presented at the 35th Pacific Trade and Development (PAFTAD) Conference 'Human Capital and Economic Growth in Asia and the Pacific', hosted by the Asia Pacific Foundation in Vancouver. (Published)
  18. "Key Trends in Leadership Development", by Thomas Menkhoff, 03/2012, Invited Expert Presentation at the International "Leadership and People Performance Development Forum Asia 2012" (Theme: Connecting Leadership, Culture and Performance for Improved Business Outcomes and Organisational Resilience) organised by Liquid Learning, Pan Pacific Hotel, Singapore. (Published)
  19. "The Governance of Singapore's Knowledge Clusters: Off Shore Marine Business and WaterHub", by Thomas Menkhoff & Hans-Dieter Evers, 09/2011, Invited Paper presented at the International Science, Technology and Society Workshop, Universiti Brunei Darussalam. (Published)

20. "Why Is There No Voyage of Discovery with Some Surprise Elements? Lessons Learnt about Effective (Video) Case Writing and Delivery at SMU", by Thomas Menkhoff, 04/2011, Paper presented at the SMU Case Writing Seminar, Singapore Management University (SMU). (Published)
21. "Engaging Students in Higher Education Through Mobile Learning – Lessons Learnt at the Singapore Management University (SMU)", by Thomas Menkhoff, 04/2011, Paper presented at the CTE (Centre for Teaching & Learning) Brown Bag Conversation, Singapore Management University (SMU). (Published)
22. "Social Balancing™ in Turbulent Times – Trends in Singapore", by Thomas Menkhoff, 10/2010, Invited Paper presented at the Konrad Adenauer Foundation (KAS) Regional Seminar "Comparing Order Policy Approaches - Social Market Economy in an Asian Perspective", Hanoi, Vietnam. (Published)
23. "Inside Culturally Diverse Student Project Teams: A Knowledge Transfer Perspective", by Thomas Menkhoff, 08/2010, Invited Paper presented at the Harvard Project for Asian and International Relations 2010 Asia Conference (HPAIR), Suntec City, Singapore. (Published)
24. "No Value Creation without Knowledge Management – Challenges Ahead for SMEs", by Thomas Menkhoff, 03/2009, Invited Paper presented during the MBA Study Visit of Waikato Management School, University of Waikato (NZ), Singapore, Fusionopolis. (Published)
25. "How To Harness The Power of New Media Tools for Charities in the Health Sector?", by Thomas Menkhoff, 03/2009, Invited Workshop Presentation at Ministry of Health, College of Medicine Building (COMB), Singapore. (Published)
26. "Creating and Managing Knowledge in Non-Profit Organisations (NPOs)", by Thomas Menkhoff, 11/2008, Invited Paper presented at the NCSS (National Council of Social Service) Annual Conference 2008 "50 Years of Reaching Out, Changing Lives, Orchard Hotel, Singapore. (Published)
27. "Creating Robust Knowledge Networks for Southeast Asia's Development: Achievements and Challenges Ahead", by Thomas Menkhoff, 07/2008, Invited Paper presented at Universiti Sains Malaysia (USM), Centre for Policy Research and International Studies (CenPRIS), Penang, Malaysia. (Published)
28. "Managing Talent in the Organization - How To Use The Knowledge Contained in Teams to Achieve Strategic Goals", by Thomas Menkhoff, 03/2008, Meeting of the World Bank South Asia External Affairs Team (SAREX), Bangkok, Thailand. (Published)
29. "Vorsprung durch Wissensnetzwerke? Entwicklungstrends in Singapur, Malaysia und Indonesien", by Thomas Menkhoff, 07/2007, Invited Paper presented at the GIGA Institute of Asian Studies (part of the foundation GIGA German Institute of Global and Area Studies / Leibniz-Institut fuer Globale und Regionale Studien – formerly known as the German Overseas Institute), University of Hamburg, Germany. (Published)
30. "Knowledge Sharing in Multicultural Teams", by Thomas Menkhoff, Chay Yue Wah and Leong Chan Hong, 06/2007, Invited Paper presented at the Centre for Development Research (ZEFa Research Groups 'Governance, Conflict & Natural Resource Management' and 'Culture, Knowledge and Development'), Bonn University, Germany. (Published)
31. "Managing the Knowledge Gap with Effective Governance", by Thomas Menkhoff, 06/2007, Invited Keynote Speech delivered at the International K4D Conference 'Knowledge Management as an Enabler of Change and Innovation: A Conference for Policymakers and Practitioners' organized by the World Bank Institute, Knowledge for Development (K4D) Program, Cairo, Egypt. (Published)
32. "Knowledge for Development - Trends in Southeast Asia", by Thomas Menkhoff, 04/2007, Invited Paper presented during the MBA Study Visit of Waikato Management School (ranked as number

- one in New Zealand for research output by the Ministry of Education and accredited by the AMBA (Association of MBAs) and EQUIS, the European accreditation agency), University of Waikato (NZ), in Singapore (Swissotel, Merchant Court). (Published)
33. "No Value Creation Without Knowledge Management! Challenges Ahead for Singapore SMEs", by Thomas Menkhoff, 02/2007, Invited Paper presented at the UOB-SMU Entrepreneurship Alliance Centre, Singapore Management University, Lee Kong Chian School of Business. (Published)
  34. "Managing the Knowledge Trap: Challenges and Opportunities for Development Agencies in Asia", by Thomas Menkhoff, 02/2007, Invited Keynote Speech delivered at the International ADB Forum KM4Dev 2007 entitled "Building and Strengthening Knowledge Networks for Development: Issues, Challenges and Opportunities" organized by the Asian Development Bank (ADB) in cooperation with the KM4Dev Community, Manila. (Published)
  35. "Knowledge (Traps) and Development: Challenges Ahead for Singapore, Malaysia and Indonesia", by Thomas Menkhoff, 12/2006, Invited Paper presented at the Seminar on "Knowledge Management: Implications for Organization and Governance" organized by Institut Teknologi Bandung, Sekolah Bisnis dan Manajemen held at Hotel Arya Duta, Mezzanine Ballroom, Jalan Prapatan 44-48, Jakarta, Indonesia 10110. (Published)
  36. "From Sharks Fins to Knowledge Governance – A Sociological Lifeline", by Thomas Menkhoff, 09/2006, Invited Lecture at SIM University's Open House. (Published)
  37. "Development through Knowledge Diversity – Trends in Southeast Asia", by Thomas Menkhoff, 06/2006, Invited Paper presented at the University of Bonn, German. (Published)
  38. "Value Creation through Knowledge Governance - Trends in Asia", by Thomas Menkhoff, 03/2006, Invited Paper presented during the MBA Study Visit of Waikato Management School (ranked as number one in New Zealand for research output by the Ministry of Education and accredited by the AMBA (Association of MBAs) and EQUIS, the European accreditation agency) at SMU. (Published)
  39. "Subethnic Dimensions of Change Management Behavior in Chinese SMEs – Trends in Singapore", by Thomas Menkhoff, 03/2005, Invited Paper presented during the MBA Study Visit of Waikato Management School (ranked as number one in New Zealand for research output by the Ministry of Education and accredited by the AMBA (Association of MBAs) and EQUIS, the European accreditation agency), University of Waikato (NZ) at SMU. (Published)
  40. "Towards Strategic Knowledge Management in Small and Medium-Sized Industries (SMEs)", by Thomas Menkhoff, 10/2001, Invited Paper presented at the National Conference & Exhibition on 'Training the Malaysian Workforce for the Knowledge Economy' organized by Pembangunan Sumber Manusia Berhad (PSMB) / Human Resource Development Corporation, Ministry of Human Resources, Kuala Lumpur, Malaysia. (Published)
  41. "Knowledge Management in SMEs – Issues and Challenges", by Thomas Menkhoff, 08/2001, Invited Paper presented at the SME IT Breakfast Forum 'Building Intelligent Enterprises with Knowledge Management' organised by OpenTide Asia, Grand Copthorne Waterfront Hotel, Singapore. (Published)
  42. "Organizational Change and SME Performance – The Role of Demographic Variables and Traits", by Thomas Menkhoff, 09/2000, Invited Paper presented at the Singapore Management University, School of Business. (In progress)
  43. "The Impact of Top Management Demography and Change Management on SME Performance – The Singapore Experience", by Thomas Menkhoff, 06/2000, Invited Paper presented at the Department of Organisational Behaviour, Faculty of Business Administration, National University of Singapore. (Published)

44. "Asia's New Emperors between Downsizing, Myth-Making and Renewal", by Thomas Menkhoff, 12/1999, Invited Paper presented at the University of St.Gallen, Research Institute for International Management (Prof. Dr. Chong Li Choy), St. Gallen, Switzerland. (Published)
45. "Local Responses to Globalisation – The Singapore Case", by Thomas Menkhoff, 06/1999, Invited Paper presented at the University of Bonn, Department of Southeast Asian Studies (Prof. Dr. Solvay Gerke), Bonn, Germany. (Published)
46. "Local Responses to Globalisation – The Singapore Case", by Thomas Menkhoff, 06/1999, Invited Paper presented at the University of Bielefeld, Sociology of Development Research Centre (Prof. Dr. H.-D. Evers), Bielefeld, Germany. (Published)
47. "Chinese Business between Globalisation, Asian Crisis and Ethnic Essentialism – Towards a New Research Agenda", by Thomas Menkhoff, 02/1999, Invited Paper presented at a Joint Seminar organised by the Centre of Advanced Studies and the Department of Sociology, Faculty of Arts and Social Sciences, National University of Singapore, Singapore. (Published)
48. "Evaluating the Effectiveness of Training", by Thomas Menkhoff, 12/1997, Invited Paper presented at the Asia Trainer's Convention 1997 "Benchmarking HRD Technology", Penang International Sports Arena (PISA), Penang, Malaysia. (Published)
49. "ISO 9000 for HRD Departments", by Thomas Menkhoff, 07/1997, Invited Paper presented at the 20th Annual Non-Profit SMR Regional Trainers-Meet-Trainers Conference and Exhibition 1997, Shangri-la Hotel, Kuala Lumpur, Malaysia. (Published)
50. "Methods and Instruments for Project Planning and Implementation", by Thomas Menkhoff, 12/1996, Invited Paper presented at the Institution of Engineers, Malaysia (IEM) 1996, Petaling Jaya, Malaysia. (Published)
51. "Systematising Training through Training Needs Assessment", by Thomas Menkhoff, 10/1996, Invited Paper presented at the "Trainers' Workshop" organized by the Federation of Malaysian Manufacturers (FMM), 1996, Penang, Malaysia. (Published)
52. "Quality Assurance in Training", by Thomas Menkhoff, 07/1996, Invited Paper presented at the 19th Annual Non-Profit SMR Regional Trainers-Meet-Trainers Conference and Exhibition 1996, Shangri-la Hotel, Kuala Lumpur, Malaysia. (Published)
53. "Evaluating the Effectiveness of Training", by Thomas Menkhoff, 01/1996, Invited Paper presented at the 1st Meeting of the 'Networking Group for Training Personnel' organized by the Federation of Malaysian Manufacturers (FMM) 1997, Kuala Lumpur, Malaysia. (Published)
54. "China's Transformation and the Chinese Diaspora in Singapore, Malaysia and Indonesia (in German)", by Thomas Menkhoff, 06/1995, Invited Paper presented at Duisburg University, Faculty of Business Administration, East Asian/China Studies (Prof. Dr. Herrman-Pillath), Duisburg, Germany. (Published)
55. "China's Transformation and the Chinese Diaspora in Singapore, Malaysia and Indonesia (in German)", by Thomas Menkhoff, 06/1995, Invited Paper presented at Bremen University, Department of Geography (Prof. Dr. Wolfgang Taubmann), Bremen, Germany. (Published)
56. "Globalization, Business Networks and Cultural Values in Singapore - Continuities and Change", by Thomas Menkhoff, 06/1995, Invited Paper presented at the University of Bielefeld, Sociology of Development Research Centre (Prof. Dr. H.-D. Evers), Bielefeld, Germany. (Published)
57. "China's Transformation and the Chinese Diaspora in Singapore, Malaysia and Indonesia (in German)", by Thomas Menkhoff, 06/1995, Invited Paper presented at Trier University, Department of Political Science (Prof. Dr. Maull), Germany. (Published)
58. "Globalization, Business Networks and Cultural Values in Singapore - Continuities and Change", by Thomas Menkhoff, 10/1994, Invited Paper presented at the FBA Executive Seminar organized

by the Faculty of Business Administration, National University of Singapore, Singapore, Singapore. (Published)

59. "Chinese Family Based Trading Firms in Singapore Preliminary Results of a Research Trip", by Thomas Menkhoff and Wolfgang Jamann, 07/1988, Preliminary Results of a Research Trip", Invited Paper presented at the Institute of Southeast Asian Studies, Inhouse Seminar, Singapore, 33 pages.. (Published)
60. "Ethnicity and Trading Minorities in Southeast Asia (in German)", by Thomas Menkhoff and Wolfgang Jamann, 12/1987, Paper presented at the SOAP circle, Sociology of Development Research Centre, University of Bielefeld, Bielefeld, 13 pages. (Published)

## Magazine Article

1. "Leading Authentically – Overcoming the Mind-Boggling Consequences of Mindless Leadership", by MENKHOFF, Thomas, 10/2015, *Catalyst Asia*, 2, 44 - 47. (Published)
2. "Singapore: From Knowledge City to Start-Up 'Hub'", by MENKHOFF, Thomas; EVERS, Hans-Dieter, 02/2015, *iKNOW: The Magazine for Innovative Knowledge Workers*, 5, 1, 13 - 15. (Published)
3. "The Rise of Asian Philanthropy", by MENKHOFF, Thomas, 08/2011, *Fundraising and Philanthropy Australasia*, 33, 38 - 39. (Published)
4. "Water and Knowledge Management in Vietnam: Understanding the Mekong Basin", by MENKHOFF, Thomas; GERKE, Solvay; EVERS, Hans-Dieter, 01/2010, *Social Space*, 3, 74 - 79. (Published)
5. "Chinese Philanthropy in Southeast Asia: Between Continuity and Change", by MENKHOFF, Thomas, 01/2009, *Social Space*, 2, 62 - 67, [http://ink.library.smu.edu.sg/lien\\_research/22/](http://ink.library.smu.edu.sg/lien_research/22/). (Published)
6. "Talent Management: An Uncommon Route to Reaching Strategic Goals", by HUKINS, Elisa; MENKHOFF, Thomas, 04/2004, *Human Capital*, 20 - 22. (Published)
7. "Talent Management: An Uncommon Route to Reaching Strategic Goals", by Elisa Hukins & Thomas Menkhoff, 01/2004, *Research Insights (Mercer Human Resource Consulting)*, 3, 4, 3 - 5. (Published)
8. "Beyond the Asian Crisis: How Singapore's Small Entrepreneurs Manage Change", by MENKHOFF, Thomas, 04/2001, *Productivity Digest*, 20, 2, 22 - 26. (Published)
9. "Beyond the Asian Crisis: How Singapore's Small Entrepreneurs Manage Change: Change Management Practices of Local SMEs", by MENKHOFF, Thomas, 03/2001, *Chinese Enterprise*, 22 - 25. (Published)

## Working Paper

1. "Knowledge Management in Start-Ups", by MENKHOFF, Thomas; Chong, J., 12/2015. (In progress)
2. "Local Responses to Globalisation – The Singapore Case", by MENKHOFF, Thomas; Wirtz, Jochen, 12/2015. (In progress)
3. "Selling Expert Knowledge: The Role of Consultants in Singapore's New Economy", by MENKHOFF, Thomas; EVERS, Hans-Dieter, 12/2015. (In progress)

## **Courses Taught - Ph. D**

- Doctor of Innovation Programme, Term 3, AY 15-16: Making Innovation Work through Leadership and Governance (MGMT 722), 2016 - Now

## **Courses Taught - Masters**

- Term 2: Master of Science in Innovation Programme: Achieving Innovation Success through People, OBHR622 (5th intake)  
Lee Kong Chian School of Business, SMU, 2016 - Now
- Term 2: Master of Science in Innovation Programme: Achieving Innovation Success through People, OBHR622 (4th intake)  
Lee Kong Chian School of Business, SMU, 2015 - Now
- Term 3: Master of Science in Innovation Programme : Achieving Innovation Success through People, OBHR622 (3rd Intake)  
Lee Kong Chian School of Business, SMU, 2014 - Now
- Master of Science in Innovation Programme: Achieving Success through People, OBHR622 (2nd Intake)  
Lee Kong Chian School of Business, SMU, 2013 - 2014
- Term 3: Master of Science in Innovation Programme : Achieving Innovation Success through People, OBHR622 (1st Intake)  
Lee Kong Chian School of Business, SMU, 2012 - 2013
- Term 2: Professional Applied Sociology Program (Master of Social Sciences): Sociology of Business, NUS, 1999 - 2000
- Term 1: Professional Applied Sociology Program (Master of Social Sciences): Sociology of Business, NUS, 2000 - 2001
- Term 2: MBA7201AG: The Sociology of Asian Business, NUS, 2000 - 2001
- Term 2: MHR6008K (M.Sc. Course 'Asia-Pacific Human Resource Management'): Creating and Managing Knowledge in Organisations, NUS, 2000 - 2001
- Term 1: MHR6008K (M.Sc. Course 'Asia-Pacific Human Resource Management'): Creating and Managing Knowledge in Organisations, NUS, 2001 - 2002

## **Courses Taught - Undergraduate**

- Leadership & Team Building (OBHR001), Term 2, 1 section (45 students), 2016 - 2017
- Innovations for Asia's Smart Cities (MGMT320), Term 2, 1 section (45 students), 2016 - 2017
- Understanding Drone & Robotics Technology – History, Usage, Ethics & Legal Issues (IDIS103), Term 2, 1 section (40 students), 2016 - 2017
- Leadership & Team Building (OBHR001), Term 1, 2 sections (90 students), 2016 - 2017
- Business Study Mission Berlin & Barcelona, Theme: Smart Cities in Europe (MGMT321), Term 1 (trip to Germany: September 30-October 9, 2016), 1 section (28 students), 2016 - 2017
- Governing, Managing and Protecting Knowledge in Organisations (OBHR211), Term 3A, 1 section (23 students), 2015 - 2016

- Leadership & Team Building (OBHR001), Term 2, 1 section (45 students), 2015 - 2016
- Innovations for Asia's Smart Cities (MGMT320), Term 2, 1 section (45 students), 2015 - 2016
- Human Capital Management (OBHR201), Term 2, 2 sections (90 students), 2015 - 2016
- Leadership & Team Building (OBHR001), Term 1, 1 section (45 students), 2015 - 2016
- Business Study Mission Germany, Theme: Innovation in Germany's 'Hidden Champions' (Mittelstand) (MGMT321), Term 1 (trip to Germany: October 1-12, 2015), 1 section (28 students), 2015 - 2016
- Managing the Business of Creating and Commercializing Smart Cities (MGMT320), Term 2, 1 section (44 students), 2014 - 2015
- Leadership & Team Building (OBHR001), Term 1, 1 section (45 students), 2014 - 2015
- Governing, Managing and Protecting Knowledge in Organisations (OBHR211), Term 3A, 1 section (40 students), 2013 - 2014
- BSM Brunei (MGMT301), Term 2, 1 section (29 students), 2013 - 2014
- Managing the Business of Creating and Commercialising Smart Cities (MGMT320), Term 2, 1 section (45 students), 2013 - 2014
- Governing, Managing and Protecting Knowledge in Organisations (OBHR211), Term 2, 1 section (40 students), 2013 - 2014
- Human Capital Management (OBHR201), Term 2, 1 section (40 students), 2013 - 2014
- Leadership & Teambuilding (OBHR001), Term 1, 2 sections (90 students), 2013 - 2014
- Entrepreneurial Leadership in Ethnic Chinese Business (MGMT304), Term 1, 1 section (45 students), 2013 - 2014
- Leadership & Teambuilding (OBHR001), Term 2, 2 sections (90 students), 2012 - 2013
- Human Capital Management (OBHR201), Term 2, 1 section (40 students), 2012 - 2013
- Governing, Managing and Protecting Knowledge in Organisations (OBHR211), Term 2, 1 section (45 students), 2012 - 2013
- Academic Year 2012-13  
Term 1: August 2012 - November 2012  
  
Human Capital Management (OBHR201), 2 sections (80 students)  
Leadership & Team Building (OBHR001), 1 section (45 students)  
Business Study Mission Germany, Theme: Talent Management in Global Knowledge Clusters - The German Experience (MGMT301, Term 1 (trip to Germany: October 4-15, 2012), 1 section (28 students), August 2012 - November 2012
- Academic Year 2011-12  
  
Term 2: January 2012 - April 2012  
  
Chinese Entrepreneurship and Asian Business Networks (MGMT304) , 1 section (45 students)  
Human Capital Management (OBHR201), 1 section (45 students)  
Leadership & Team Building (OBHR001), 1 section (45 students)  
Managing People at Work (OBHR101), 1 section (45 students)

Term 1: August 2011 - November 2011

Governing, Managing and Protecting Knowledge in Organisations (OBHR211), 1 section (45 students)

Leadership & Team Building (OBHR001) 1 section (45 students)

Human Capital Management (OBHR201), 2 sections (90 students)  
, 2011 - 2012

- Term 3A:

OBHR211 Governing, Managing and Protecting Knowledge in Organisations

Term 2: January 2011 - April 2011

OBHR001 Leadership & Team Building

OBHR103 Leadership through Mentoring

OBHR201 Human Capital Management

OBHR211 Governing, Managing and Protecting Knowledge in Organisations

OBHR101 Managing People at Work, January 2011 - April 2011

- Term 2: January 2010 - April 2010

OBHR103 Leadership through Mentoring

OBHR001 Leadership & Teambuilding

MGMT304 Chinese Entrepreneurship and Asian Business Networks

OBHR201 Human Capital Management

Term 1: August 2010 - November 2010

OBHR101 Managing People at Work

OBHR103 Leadership through Mentoring

OBHR001 Leadership & Teambuilding

OBHR 201 Human Capital Management, August 2010 - November 2010

- Term 1: August 2009 - November 2009

OBHR201 Human Capital Management, August 2009 - November 2009

- Term 1

MGMT301 Business Study Mission, Theme: Staying Competitive: Challenges Ahead for German Global Port Cities Hamburg and Bremen, October 2009 - October 2009

- Term 1: MGMT001 Leadership & Team Building, August 2009 - November 2009

- Term 3A: April 2009 - June 2009

OBHR211 Governing, Managing & Protecting Knowledge in Organizations, April 2009 - June 2009

- Term 2: January 2009 - April 2009

MGMT001 Leadership & Team Building, January 2009 - April 2009

- Term 2: OBHR211 Governing, Managing and Protecting Knowledge in Organisations, January 2009 - April 2009

- Term 2: MGMT103 Leadership through Mentoring, January 2009 - April 2009

- Term 2: MGMT304 Chinese Entrepreneurship and Asian Business Networks, January 2009 - April 2009
- Term 2: OBHR201 Human Capital Management, January 2009 - April 2009
- Term 1: OBHR001 Leadership & Teambuilding, August 2008 - November 2008
- Term 1: OBHR201 Human Capital Management, August 2008 - November 2008
- Term 1: MGMT 103 Leadership through Mentoring, August 2008 - November 2008
- Term 1: MGMT303 Managing Knowledge - based Economies in Southeast Asia, August 2008 - November 2008
- Term 1: OBHR001 Leadership & Teambuilding/  
OBHR103 Leadership Through Mentoring, August 2007 - December 2007
- Term 1: OBHR101 Management of People at Work, August 2007 - December 2007
- Term 2: MGMT103 Leadership through Mentoring, January 2007 - April 2007
- Term 2: MGMT001 Leadership & Team Building, January 2007 - April 2007
- Term 1: MGMT101 Management of People at Work, January 2007 - April 2007
- Term 1: MGMT001 Leadership & Team Building, August 2006 - December 2006
- Term 1: MGMT103 Leadership through Mentoring, August 2006 - December 2006
- Term 1: MGMT101 Management of People at Work , August 2006 - December 2006
- Term 1: MGMT103 Leadership through Mentoring, 2005 - 2006
- Term 1: MGMT101 Leadership & Team Building, 2005 - 2006
- Term 1: OBHR211 Governing, Managing and Protecting Knowledge in Organisations, 2005 - 2006
- Term 1: MGMT101 Management of People at Work, 2005 - 2006
- Term 2: MGMT301 Business Study Mission Germany (Theme: Innovation and Knowledge Governance in Germany), 2005 - 2006
- Term 2: MGMT101 Management of People at Work, 2005 - 2006
- Term 1: MGMT101 Management of People at Work, 2004 - 2005
- Term 1: Colloquium 'Knowledge Governance and Value Innovation in Asian Business', 2004 - 2005
- Term 2: MGMT101 Management of People at Work, 2004 - 2005
- Term 3A: MGMT304 Chinese Entrepreneurship and Asian Business Networks, 2004 - 2005
- Term 1: MGMT219 Theory and Practice of Effective Organizational Change Management in Small and Medium-Sized Enterprises, 2003 - 2004
- Term 2: MGMT201 Management of People at Work, 2003 - 2004
- Term 3A: MGMT101 Management of People at Work, 2003 - 2004

- Term 3A: MGMT211 Creating and Managing Knowledge in Organizations, 2003 - 2004
- Term 1: MGMT101 Management of People at Work, 2002 - 2003
- Term 2: MGMT211 Creating and Managing Knowledge in Organizations, 2002 - 2003
- Term 2 MGMT101 Management of People at Work, 2002 - 2003
- Term 3A: MGMT101 Management of People at Work, 2002 - 2003
- Term 3A: MGMT211 Creating and Managing Knowledge in Organizations, 2002 - 2003
- Term 1: MGMT101 Management of People at Work, 2001 - 2002
- Term 2: MGMT101 Management of People at Work, 2001 - 2002
- Term 3A: MGMT211 Creating and Managing Knowledge in Organizations, 2001 - 2002
- Term 1: Introduction to Sociology, NUS, 2000 - 2001
- Term 1: Development and Social Change, NUS, 1999 - 2000
- Term 1: Introduction to Sociology, NUS, 1999 - 2000
- Term 2: Introduction to Sociology, NUS, 1999 - 2000
- Term 2: Introduction to Sociology, NUS, 1998 - 1999
- Term 2: Social Science Research Methods, NUS, 1998 - 1999
- Term 1: Human Resource Management, NUS, 1994 - 1995
- Term 1: Socio-Psychological Foundations of Management, NUS, 1994 - 1995
- Term 2: Seminars in Sociology: Sociology of Modernization and Development, NUS, 1994 - 1995
- Term 2: Socio-Psychological Foundations of Management, NUS, 1994 - 1995
- Term 3: Human Resource Management, NUS, 1993 - 1994
- Term 2: Socio-Psychological Foundations of Management, NUS, 1993 - 1994
- Term 2: Seminars in Sociology: Sociology of Modernization and Development, NUS, 1993 - 1994
- Winter Term: Social Science Research Methods in Developing Countries: Research Design, Data Collection Instruments and Analysis of Selected Data Sets with SPSS/PC+, Cologne University (FRG), 1992 - 1993
- Winter Term: Methods of Organizational Development and Project Planning I: Goal Oriented Project Planning/ZOPP (Management by Objectives), Basic Course (with Prof. H.D. Seibel), Cologne University (FRG), 1992 - 1993
- Summer Term: Interviewing Members of Self-Help Groups - Data Collection and Data Analysis with SPSS/PC+, Cologne University (FRG), 1992
- Summer Term: Methods of Organizational Development and Project Planning II: Goal Oriented Project Planning/ZOPP (Management by Objectives), Moderators' Course (with Prof. H.D. Seibel), Cologne University (FRG), 1992

- Winter Term: Sample Surveys in Developing Countries and Data Analysis with SPSS/PC+, Cologne University (FRG), 1991 - 1992
- Winter Term: Methods of Organizational Development and Project Planning I: Goal Oriented Project Planning/ZOPP (Management by Objectives), Basic Course (with Prof. H.D. Seibel), Cologne University (FRG), 1991 - 1992
- Summer Term: Seminar 'The Informal Sector in Developing Countries - Theory and Practice', Cologne University (FRG), 1991
- Summer Term: Seminar 'Social Science Research Methods', Cologne University (FRG), 1991
- Winter Term: Seminar 'Industrialisation in Southeast Asia: Options and Problems of Newly Industrialising Countries' (with Prof. Dr. G. Schmidt), University of Bielefeld (FRG), 1990 - 1991

## Committees

- Co-Chair, Taskforce on Technology-Enhanced Teaching and Learning, SMU, 2016 - 2018
- Member, SMU's China Initiatives, SMU, 2015 - Now
- Member, SMU's India Task Force, SMU, August 2013 - Now
- Member, SMU's Faculty Advisory Committee on Teaching and Learning (FACTL), October 2008 - 2013
- Member, BBM Admissions Committee, Lee Kong Chian School of Business, Singapore Management University, September 2008 - Now
- Member, Special Liberal Arts Program Committee, President's Office, Singapore Management University, June 2008 - 2010
- Member, SMU's 2nd Job Evaluation Committee, 2007 - 2010
- Member, SMU's 3rd Senate, Singapore Management University, 2007 - 2009
- Member, SMU's IT Committee/Digital Library Steering Committee, 2006 - Now
- Member, Organizational Behaviour Curriculum Committee, SMU, 2004 - 2006
- Member, SMU's Inaugural Senate, Singapore Management University, 2003 - 2005

## Editorial Boards

- Member, Editorial Advisory Board, IAMB (International Academy of Management and Business) International Journal of Management and Business, December 2015 - Now
- Member, Editorial Board, Long Range Planning, January 2015 - Now
- Member, Editorial Review Board, International Journal of Knowledge Management (IJKM), January 2007 - Now
- Member, Editorial Advisory Board (EAB), International Journal of Applied Knowledge Management (IJoAKM), May 2005 - Now

## Editorial Duties

- Reviewer for Singapore Management Review, Management Development Institute of Singapore, International Migration, Research & Practice of Human Resource Management, Asia-Pacific Journal of Management, Academy of Management, Academy of Management Learning and Education, Hawaii International Conference on System Sciences, International Journal of Knowledge Management, Journal of Business Venturing, Long Range Planning, etc, Now

## Consultancy

- External Examiner of SIM University's Human Resource Management Programme, 2015 - 2017
- Provision of a 1 day Executive Education Programme on 'Smart Cities' for Chief Information Officers (24) from Shanghai City at Antai College of Economics & Management, Shanghai Jiao Tong University, People's Republic of China, 11 October 2013
- Organization and implementation of a training workshop on 'Social Media in Higher Education' for Senior Faculty at the University Brunei Darussalam, Brunei, together with Magnus Bengtsson (SUTD), September 2012 - September 2012
- iLEAP Program on Non-Profit Leadership  
Organization and Implementation of 3rd iLEAP Program on Non-Profit Leadership, a collaborative effort of SMU, Lien Centre for Social Innovation, more than 30 community partner organizations as well as dozens of practice leaders and instructors. SMU Faculty include Don Ferrin, Eugene Tan and myself as Program & Curriculum Director, February 2012 - May 2012
- iLEAP Program on Non-Profit Leadership (2011)  
Organization and Implementation of 2nd iLEAP Program on Non-Profit Leadership, a collaborative effort of SMU, Lien Centre for Social Innovation, more than 30 community partner organizations as well as dozens of practice leaders and instructors. SMU Faculty include Don Ferrin, Eugene Tan and myself as Program & Curriculum Director, January 2011 - April 2011
- Organization and implementation of a training workshop on Knowledge Management and Knowledge Governance for Senior Government Officers at the Institute for Leadership, Innovation and Advancement, University Brunei Darussalam, Brunei, together with Prof Han-Dieter Evers, Centre for Development Research, Bonn University (Germany), April 2010 - April 2010
- iLEAP Program on Non-Profit Leadership  
Organization and Implementation of iLEAP Program on Non-Profit Leadership. The 1st (of altogether 14) module entitled "The Non-Profit Environment" was conducted on 8 January 2010. It featured presentations by Willie Cheng (Chairman of SMU's Lien Centre for Social Innovation) on "The Social Landscape", Jonathan Kua (Director, Economic Development Board, International Organisations Unit) on "Building an International Non-Profit Ecosystem in Singapore" and Gerard Ee (Chairman of the National Kidney Foundation) about "The Heart of the Non-Profit Leader". This new leadership program for the non-profit sector is a collaborative effort of SMU, Lien Centre for Social Innovation, more than 30 community partner organizations as well as dozens of practice leaders and instructors. SMU Faculty include Adel Dimian, Don Ferrin, Benedict Koh, Eugene Tan and myself as Program & Curriculum Director. For more details, please refer to: [http://www.lcsi.smu.edu.sg/Prof\\_Ed/2009/index.asp](http://www.lcsi.smu.edu.sg/Prof_Ed/2009/index.asp), January 2010 - April 2010
- Organization and Implementation of an Advanced Training Workshop on Knowledge Management at the Mekong Delta Development Research Institute (MDI), Can Tho University, Vietnam, together with Prof Hans-Dieter Evers, Centre for Development Research, Bonn University (Germany), from November 16-18, 2009. The workshop is part of the so-called German-Vietnamese WISDOM project aimed at optimizing Vietnam's integrated Watershed Management systems and the sustainable usage, preservation and analyses of water resources, November 2009 - November 2009

- Organization and Implementation of SMU's 1st "Knowledge for Development Programme (K4D)", Singapore, May 25-29 (18 senior government officials from various African countries, South Asia, the Caribbean Islands, and Cyprus) in collaboration with SMU's Office of Executive Education for the Commonwealth Secretariat (London, UK) and the Ministry of Foreign Affairs, Government of Singapore, May 2009
- "How To Harness The Power of New Media Tools for Charities in the Health Sector?" Invited Workshop Presentation at Ministry of Health, College of Medicine Building (COMB), March 2009
- Centre for Development Research (ZEF), Bonn University Consultant: "Organisation of an Advanced Knowledge Management Training Course at the Vietnamese Academy of Social Sciences, Southern Institute of Sustainable Development (SISD), Ho Chi Minh City, Vietnam, 5-7 January 2009 (in collaboration with Prof Hans-Dieter Evers, ZEF, Bonn University, Germany). The course was aimed at supporting the so-called WISDOM project (Water-related Information System for the Sustainable Development of the Mekong Delta), a multidisciplinary project of German-Vietnamese Initiative. Its main objective is to develop and implement a platform for the collection, exchange and processing of water related information; this platform will also provide operational services in the fields of disaster prevention and mitigation and integrated water resources management in the project region, January 2009
- WB Consultant: "Managing Talent in the Organization - How To Use The Knowledge Contained in Teams to Achieve Strategic Goals". Invited Keynote Speech and Action Planning Workshop delivered at the Annual Work Planning Meeting of the World Bank South Asia External Affairs Team (SAREX), Bangkok, Thailand, March 2008
- APO Consultant: "Organisation of Knowledge Management Course for 22 Delegates from APO Member Countries" organized by the Asian Productivity Organization (APO) in collaboration with Vietnam Productivity Centre, Hanoi, Vietnam, December 2007 - December 2007
- WBI Consultant: Invited Keynote Speech "Managing the Knowledge Gap with Effective Governance" delivered at the International K4D Conference 'Knowledge Management as an Enabler of Change and Innovation: A Conference for Policymakers and Practitioners' organized by the World Bank Institute (WBI), Knowledge for Development (K4D) Program, Cairo, Egypt, June 2007 - June 2007
- ADB Consultant: Invited Keynote Speech "Managing the Knowledge Trap: Challenges and Opportunities for Development Agencies in Asia" delivered at the International ADB Forum KM4Dev 2007 entitled "Building and Strengthening Knowledge Networks for Development: Issues, Challenges and Opportunities" organized by the Asian Development Bank (ADB) in cooperation with the KM4Dev Community, Manila, February 2007 - February 2007
- National Expert (representing Singapore) in Survey on the Status of Knowledge Management in Member Countries of the Asian Productivity Organization (APO). 06-RP-GE-SUV-31-B, 2006 - 2007
- Conducted six (1 week) executive development courses on Knowledge Governance and Knowledge Management at the Singapore Management University (SMU) / Office of Executive Education for the Commonwealth Secretariat (London) and the Ministry of Human Resources, Government of Singapore; target group: senior civil servants from Commonwealth countries, 2002 - 2007
- Conducted consulting work for the Government of Malaysia, Ministry of Education, Technical Education Dept., Kuala Lumpur, on behalf of the German Carl-Duisberg Centren (CDC) and in collaboration with international consultants financed by a grant of the World Bank; Consultancy: Development of Master Plans for 6 Polytechnics covering the period 2001-2010, 2002 - 2003
- Consultant for Arthur D Little and Singapore's Defence, Science and Technology Agency (DSTA) in collaboration with A/P Jochen Wirtz, Dept of Marketing, National University of Singapore; Consultancy: Development of a Virtual Organizational Climate Assessment Instrument and

Analysis, August 2002 - May 2006

- Director/Consultant at the Human Resources Development Council<sup>1</sup> (Training Resources Development Division), Ministry of Human Resources, Government of Malaysia (GoM), Kuala Lumpur, Malaysia, under the German CIM-Program funded by the Ministry of Economic Cooperation and Development (BMZ) and the GoM

Provision of Consultancy Services with regard to Human Resources Development (HRD): Workshops on Training Needs Analysis (TNA) for HR Managers, Executives, Training Specialists etc., HRD/HRM Consultancies for SMEs, Program Development (Dual Apprenticeship / SME Development and Consulting Schemes), Curriculum Development, Program Monitoring and Evaluation, Quality Assurance in Training/TQM Activities, September 1995 - September 1998

- GTZ Consultant in Kuala Lumpur, Malaysia, 'German-Malaysian Institute (GMI) Project', Consultancy: Evaluation of GMI's Training Program / Tracer Study Part 1' (GTZ: Deutsche Gesellschaft für Technische Zusammenarbeit), June 1995
- GTZ Consultant in Papua New Guinea, Project 'PNG-German Government Cooperation on National Vocational Training Development', Consultancy: 'Preparation, Organization, Moderation and Documentation of a ZOPP V ("Replanning ZOPP V) Workshop in Cooperation with the Project Team, the Ministry of Education, German Development Service (DED) and other Agencies (GTZ: Deutsche Gesellschaft für Technische Zusammenarbeit), April 1995
- GTZ Consultant in Indonesia, Project 'Integrated Forest Fire Management': Consultancy: 'Preparation, Organization, Moderation and Documentation of a ZOPP IV ("Take-Off ZOPP") Workshop' (Objectives-Oriented Project Planning) in Cooperation with the Project Team, Dinas Kehutanan, Kanwil, local Universities, BAPPEDAL, BAPPENAS etc. (GTZ: Deutsche Gesellschaft für Technische Zusammenarbeit), November 1994
- GTZ Consultant in Kuala Lumpur, Malaysia, 'German-Malaysian Institute (GMI) Project': Consultancy: 'Preparation & Organization of 6 Workshops on "Sustained Industrial Competitiveness Through Training Needs Assessment & Viable Worker Training Plans" in Cooperation with the Human Resources Development Council / Fund; Participants: Managers, Engineers, Technicians, Training and Human Resource Management Officers (GTZ: Deutsche Gesellschaft für Technische Zusammenarbeit), April 1994
- GTZ Consultant in Singapore, 'German-Singapore Institute (GSI) Project': Consultancy: 'Preparation, Organization, Moderation and Documentation of a ZOPP V ("Replanning ZOPP") Workshop' (Objectives-Oriented Project Planning) in Cooperation with the Nanyang Polytechnic (NYP) and the German-Singapore Institute Future Training Courses, Manpower Needs, Training Needs Assessment etc. (GTZ: Deutsche Gesellschaft für Technische Zusammenarbeit), August 1993
- GTZ Consultant in Indonesia, Pilot Project 'Linking Banks and Self-Help Groups' PPHBK: Consultancy: 'Objectives-Oriented Participative Planning of Action Research' on Rural Finance (including TNA) in Cooperation with the Central Bank, Banks, Local Universities, NGOs, International and Bilateral Donors (ILO, GTZ, Ford Foundation) and the National Planning Agency BAPPENAS (GTZ: Deutsche Gesellschaft für Technische Zusammenarbeit), February 1991 - April 1991

## Public Services

- Appointed as (one of eight) Short-listing Panelist(s) for the new Asian Human Capital Award 2011 sponsored by INSEAD, CNBC Asia and the Singapore Ministry of Manpower (MOM), 2011
- Appointment as Member of the Singapore Youth Award (SYA) Advisory Committee (Entrepreneurship) for the Term 2010-2011 by the National Youth Council, 2009 - Now

- YFC Judge at 'Citibank-YMCA Youth for Causes 2008' Selection Interviews at YMCA Singapore, May 2008
- Appointment by Singapore's Standards, Productivity and Innovation Board (SPRING Singapore) to participate as a National Expert in the 'Survey on the Status of Knowledge Management in Member Countries' organised under the auspices of the Asian Productivity Organization (APO), June 2006
- Judge for 2007, 2008 and 2009 HRM Awards organized by HRM Magazine, 2006 - Now

## **Other Services**

- Member of SMU's Senate, Singapore Management University, 2014-2016
- Member of Assurance of Learning (AOL) Committee, Lee Kong Chian School of Business, Singapore Management University, 2010- Now
- Member of SMU's Faculty Advisory Committee on Teaching and Learning (FACTL), Oct 2008-2013
- Member of BBM Admissions Committee, Lee Kong Chian School of Business, Singapore Management University, Sept 2008 - Now
- Member of SMU's IT Committee/Digital Library Steering Committee, 2006 - 2012
- Founder of SMU Research Interest Group 'The Knowledge Force', 2002 - Now
- Member of Special Liberal Arts Program Committee, President's Office, Singapore Management University, June 2008 - 2010
- Coordinator of SMU's Leadership & Team-Building (LTB) Group of Instructors, July 2006-July 2007; July 2008 - August 2010
- Member of SMU's Inaugural Senate (2003-2005) and 3rd Senate. Singapore Management University, 2007 - 2009
- Area Coordinator of Organisational Behaviour Group. School of Business, Singapore Management University, April 2004 - July 2006
- Area Coordinator of Management Group, School of Business, Singapore Management University, March 2003 - March 2004

## **Board Memberships**

- Board Member (Faculty Director), Lien Centre for Social Innovation, Singapore Management University, July 2008 - June 2010

## **Memberships in Professional Organizations**

- Member, Academy of Management, Now
- Member, German Association for Asian Studies, 1990 - Now
- Member, Cologne Society for the Advancement of Research on Developing Countries (KGFE), 1990 - Now

## Interviews by Media

- Innovation does not happen by chance, innovation governance is needed, The Business Times (p. 21), 21 December 2016
- Sensors alone don't make a city smart - people do, The Straits Times (p. A23), 2 November 2016
- Innovation through organisational climate change, Tabla (p. 11), 12 August 2016
- Letting younger employees take the lead, The Business Times (p. 26), 21 May 2016
- To make innovation work, you must pull the right levers, The Business Times (p. 19), 19 February 2016
- Lessons from Germany's 'Hidden Champions', Lianhe Zaobao (p. 32), 4 February 2016
- Managing the innovation potential of an age-diverse workforce in local enterprises (in Chinese), Lianhe Zaobao (p. 28), 10 December 2015
- Lessons from Germany's Hidden Champions, The Straits Times (p. A26), 18 November 2015
- Mastering effective collaboration, The Business Times (p. 38-39), 12 September 2015
- Incentives for motivating radical innovation – how to make it work? The Business Times (p. 11), 20 May 2015
- To innovate, hire the wrong people, The Business Times (p. 26-27), 14 March 2015
- What makes leaders of innovation, The Business Times, 6 December 2014
- Enterprise Q&A: Enterprises continue strong growth in learning and innovation, Lianhe Zaobao, 13 November 2014
- Improving SMEs' Growth Prospects Through Continuous Learning and Innovation, Lianhe Zaobao, 13 November 2014
- Why Germany won the World Cup, The Business Times, 11 September 2014
- Paving the S'pore path to innovating professionally, The Business Times, 5 June 2014
- Analysing Asian and Western management models of SMEs, Lianhe Zaobao, 8 May 2014
- From smart cities to start-up hubs, The Business Times, 19 April 2014
- Harnessing the benefits of knowledge management, The Business Times, 24 March 2014
- Playing the Medici trick to innovate, The Business Times, 2 October 2013
- Fostering innovation through coaching (forthcoming in roundtable column of SCMP's Education Post 'the MBA Centre' where panelists discuss issues on MBA studies, management and business), The South China Morning Post, 29 November 2013
- 'We didn't start the fire' - who did?', The Business Times, 27 June 2013
- Towards good leadership in the non-profit world, The Business Times, 16 April 2013
- Asia's mobile learning tsunami, The Business Times, 10 January 2013

- Ask the SMU Prof: A Matter of Style - Is there really a difference between Asian and Western leadership styles? The Business Times' SME Magazine, p. 34, November 2012 - December 2012
- Foster a culture of continuous learning and innovation, The Business Times, 13 March 2012
- Asean should have its own ERASMUS - it needs a bold vision and mindful leadership to enhance connectivity and innovation through collaborative knowledge hubs, The Business Times, 17 January 2012
- Knowledge-based wealth creation does pay off - Visit to Germany underlines the fact that knowledge is crucial for success both there and in S'pore, The Business Times, 6 November 2012
- Why are kopitiam tables round? Coffee shop - or - cafe - culture can promote interaction and learning, boosting innovation, The Business Times, A26, 9 October 2012
- Why are Singapore's coffee shop tables round?, The Jakarta Globe, 9 October 2012
- Good supervisors should be good coaches, Lianhe Zaobao, p. 5, 28 September 2012
- Developing global leaders with an Asian focus?, The Business Times, 25 April 2012
- At Work with Joyce Teo; No longer motivated? Find your true calling  
Professor Thomas Menkhoff provided expert views on how to find true calling and know what you really want for your job. He said people sometimes forget that all career paths and jobs have some aspects that are not 100 per cent enjoyable, Jakarta Globe, 27 December 2011
- Talent retention key to success  
An article by Thomas Menkhoff on how talent are identified and encouraged to remain with the organisation with the help of relevant and needs-based retention tools, The Business Times, p. 13, 29 November 2011
- Taking knowledge to the next level, The Business Times, p. 28, 9 July 2011 - 10 July 2011
- Managing demographic rollercoaster: Assoc Prof Thomas Menkhoff wrote a commentary on meeting the challenges of an aging population by spreading best practices in inter- generational knowledge sharing, The Business Times, p. 23, 1 April 2011
- Finding joy for the elderly: Assoc Prof Thomas Menkhoff says that while Singapore has made elderly-friendly, barrier-free facilities a reality, there is still a lot that can be done for the silver industry, My paper, B4 , 23 March 2011
- Twitter enters the classroom: SMU is an innovative university that has brought social media into the classroom. Associate Professor Thomas Menkhoff and Assistant Professor (Practice) Michael Netzley are showcased for how they help students learn with Twitter, MediaCorp, Channel 8, 6 March 2011
- Companies and CSR, Channel NewsAsia, 31 December 2010
- SMEs move from the idea of doing good to doing CSR, and industry watchers are hopeful that more will make the leap. Annie Koh, Associate Professor of finance and dean of executive office of education at Singapore Management University (SMU) and Thomas Menkhoff, associate professor of organisational behaviour and human resources at SMU share their thoughts, The Business Times, 21 December 2010
- The Asian Development Bank (ADB) has identified knowledge as the most important resource in maintaining the region's competitiveness, given the rapid rate of change created by globalisation and technological innovation. Thanks to its development success, Singapore is well-placed to play a leading role in this process in the region. The article is written by SMU Associate Professor (Practice) Thomas Menkhoff and Hans-Dieter Evers, professor at the University of Bonn,

Germany, The Business Times, 10 December 2010

- Associate Professor Thomas Menkhoff said that what consumers need is a behavioural change - the need to resist temptation to accumulate yet another free bag, The Straits Times, 5 December 2010
- Associate Professor Thomas Menkhoff examines the opportunities and challenges for the local small and medium sized enterprise (SME) sector as Singapore continues to transform itself into a highly innovative economy aimed at leveraging on knowledge as a new factor of production, The Business Times, 15 June 2010
- SMU Assoc Prof Thomas Menkhoff says there is a clear trend of companies embracing CSR. He believes that it is more than just window-dressing as the companies can reap benefits from CSR if they embrace it well, Channel NewsAsia, 31 December 2010
- Featured in Channel News Asia (MediaCorp News) in the context of the international 'Knowledge Architectures for Development Conference' TM organized and co-chaired at SMU, 24 March 2008
- Panelist during a discussion on 'How To Grow A Stronger SME Sector' organized by 938LIVE, Mediacorp Radio Singapore, April 2007

## **Other Activities**

- External Examiner for Master of KM with Multimedia and Master of Multimedia (E-Learning Technologies), Multimedia University, Cyberjaya, Selangor, Malaysia
- External Examiner of DBA theses at University of South Australia and Ph.D. theses at University of Auckland, New Zealand/ Monash University, Australia/ Bonn University, Germany