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## Key Accomplishments

**Publication record and impact.**

1. Over 100 articles in Google Scholar (69 in the Web of Science and 51 in Scopus), 23 cases in journals and case collections, and 10 book chapters. Made more than 50 presentations in conferences including Academy of Management (AOM) and Academy of International Business (AIB) annual conferences. Published cases (including *Business Strategy in Asia, A Casebook*) have been adopted in more than 100 institutions around the world.
2. Sole author of one book (*High Performance Companies: Successful Strategies from the World's Top Achievers*) and co-author of two books: *Business Strategy in Asia, A Casebook* (four editions) and *Flying high in a competitive industry: Singapore Airlines* (two editions). Collectively, the books have sold more than 30,000 copies.
3. Cases published under the Ivey collection have sold more than 13,000 copies to date.

**Recipient of several awards recognizing research contributions and papers.**

1. Member of the Editorial Review Board of *Strategic Management Journal*, *Global Strategy Journal*, *Asia Pacific Journal of Management*, *IIMK Society and Management Review*, *Journal of Asia Business Studies* and *Vision: The Journal of Business Perspective*. Past member of the board for *Journal of World Business*. Past (and founding) Associate Editor of *Asian Case Research Journal*.
2. Award for the paper with the best practical implications from Emerald (April 2009). Finalist for the best paper award (2008) by *Managing Service Quality*.
3. Winner of the best paper co-authored with a doctoral student at the Asia Academy of Management conference in Taipei (December 2008).
4. Finalist for the best paper award (with Yuan Lin), IM division of the Academy of Management, AOM Conference in Anaheim, USA (2008).
5. Served as an external examiner/ advisor for the MBA programs of the City University of Hong Kong, University of Otago (New Zealand) and the BSc (Business) program of SIM University (Singapore).
6. Referee for promotion and tenure cases at the Singapore Management University and University of Minnesota, Duluth.

**Recipient of several awards for superior teaching and service.**

1. National Day Award from the Singapore government (2019).
2. Outstanding Educator Award from NUS Business School (2002, 2004, 2010).
3. Annual Teaching Excellence Award from NUS (2002, 2005, 2012).
4. Recognition list, Outstanding Educator Award, NUS (2005).
5. NUS Excellent Teachers (2003).
6. Outstanding Service Award from NUS Business School (2003).
7. Favorite Professor Award from NUS MBA Alumni (2007).

**Successfully organized academic conferences.**

1. Co-chair of the Asia Academy of Management conference held in Singapore (2000).
2. Chair of *Asia Pacific Journal of Management's* conference on the Asian Multinational Corporation in Singapore (1997).

**Leadership positions in professional bodies.**

Secretary of the Asia Academy of Management (2002-2006) and Vice President (2006-2010).

**Leadership of academic programs.**

Founding Academic Director of the MSc in Strategic Analysis and Innovation program at the NUS Business School, National University of Singapore.

Academic Director of the MBA program at the NUS Business School, National University of Singapore (2006-2023). The program has been consistently ranked in the top 25 worldwide in the *Financial Times* rankings for more than 10 years.

<b>Professional experience (<a href="#">TOP</a>)</b>	
NUS Business School, Department of Strategy and Policy Founding Academic Director of the MSc in Strategic Analysis And Innovation program	2022-23
NUS Business School, Graduate Studies Office NUS MBA Program (since 2006) and NUS-HEC dual degree MBA program (since 2012). Academic Director	2006-2023
Department of Strategy and Policy, NUS Business School, National University of Singapore. Associate Professor	2000-Present
Department of Strategy and Policy, NUS Business School, National University of Singapore. Assistant Professor	1994-2000
Carlson School of Management, University of Minnesota. Visiting Assistant Professor	1992-1994
Department of Strategy and International Business, School of Business Administration, University of Michigan. Research/ Teaching Assistant	1987-1992
Indian Communications Network Pvt. Ltd, New Delhi, India. Assistant Manager	1984-1987

<b>Education (<a href="#">TOP</a>)</b>	
PhD (Business Administration), University of Michigan	1993
MBA, University of Delhi (India), with Distinction	1984
B. Engg. (Mechanical), Nagpur University (India), with Distinction	1982

## Research ([TOP](#))

### Research interests

Internationalization strategies of emerging market firms and their performance implications. Globalization of industries in emerging markets and its implications for firm strategies and performance.

Alliance portfolio strategy and performance.

Firm performance and its determinants.

### Recent published articles (Google Scholar citations as at March 2022, Total=2328)

1. Pangarkar, N., & Prabhudesai, R. Countering disruptive technologies and entrants: Fujifilm prevails. *Journal of Business Strategy*. doi:10.1108/JBS-02-2023-0020, 2023
2. Performance impact of behavioural factors in alliances by SMEs: an empirical analysis (with Rohit Prabhudesai, CV Prasad, and Abhishek Kumar Sinha), *International Journal of Productivity and Performance Management*, 2022.
3. Resource type and SME alliance formation: the contingent role of perceived environmental uncertainty (with Rohit Prabhudesai and CV Prasad), *Journal of Small Business and Enterprise Development*, 2022.
4. Pangarkar, N., & Pangarkar, N. The stakeholder value map: a new tool to measure success with diverse groups. *Journal of Business Strategy*, 43(5), 298-305, 2022.
5. Pangarkar, N., & Yuan, L. Industry life cycle, geographic diversification and performance of international new ventures. *Multinational Business Review*, 30(1), 62-80, 2022.
6. When Does Informal Finance Help Exports of Emerging Market Firms? A Contingent Perspective (with B. Elango), *Review of International Business and Strategy*, 2022, 32(1), 112-131.
7. Home Country Institutional Impact on the Choice of Exporting Strategy: An Emerging Markets Perspective (with B. Elango), *International Marketing Review*, 2021, 38(2), 387-411.
8. Driving acquisition performance: How much integration is enough, *Journal of Business Strategy*, 2021, 42(6), 420-27.

Prior articles (number of articles in parentheses): *Strategic Management Journal* (1), *Journal of Management Studies* (2), *Journal of World Business* (3), *International Business Review* (4), *International Marketing Review* (2), *Journal of International Marketing* (2), *British Journal of Management* (2), and *Asia Pacific Journal of Management* (4), among others.

See Google Scholar profile for a complete list.

### Books

1. Three books including: *High Performance Companies: Successful Strategies from the World's Top Achievers*. Josey Bass Publishers (2012); *Flying High in a Competitive Industry: Singapore Airlines*, 1<sup>st</sup> edition (2006), and 2<sup>nd</sup> edition (2009) (with Loizos Heracleous and Jochen Wirtz); and *Business Strategy in Asia: A Casebook*, Second (2003), Third (2010) and Fourth (2013) editions (with Kulwant Singh and Loizos Heracleous).

### Book chapters

1. Licensing versus joint venture: An analysis of choices by Singaporean small- and medium-sized enterprises (with Jie Wu). In *Strategic Alliances for SME Development* edited by TK Das, Charlotte, NC: Information Age Publishing, 2015, 207-222.
2. Structural strategies for mitigating transactions costs in multipartner alliances (with Jie Wu). In *Managing Multipartner Alliances* edited by TK Das, Charlotte, NC: Information Age Publishing, 2015, 217-227.
3. The impact of public-private alliances on Chinese firms' alliance formation (with Jie Wu). In *Managing public-private strategic alliances*, edited by TK Das, Charlotte, NC: Information Age Publishing, 2014, 151-169.
4. The distinct impacts of public-private alliances versus private-private alliances on product innovation (with Jie Wu). In *Strategic alliances for innovation and R&D* edited by TK Das, Charlotte, NC: Information Age Publishing, 2014, 249-268.
5. Cognitive dissimilarity among rivals about the state of competition and technology alliance formation: A contingency perspective (with Jie Wu). In *Behavioral perspectives on strategic alliances* edited by TK Das, Charlotte, NC: Information Age Publishing, 2011, 205-225.
6. #Acquisitions in the Chinese real estate industry and the two stage privatization process (with Rico Lam and Jie Wu). In *Advances in Mergers and Acquisitions*, edited by Cary Cooper and Sydney Finkelstein, 8, 119-140. Bingley, UK: JAI Press, 2009 **(1 citation)**.
7. The role of HRM in achieving service excellence and cost effectiveness at SIA (with Jochen Wirtz and Loizos Heracleous). In *Cases in Human Resource Management*, edited by Sumati Reddy, Hyderabad, India: The ICFAI University Press, 146-161.
8. Managing HR for Service Excellence and Cost Effectiveness at Singapore Airlines (with Jochen Wirtz and Loizos Heracleous). In *Service Excellence als Impulsgeber - Strategien - Management - Innovationen - Branchen (Service Excellence as Driver - Strategies - Management - Innovations - Sectors)* edited by Matthias H.J. Gouthier, Christian Coenen, Henning S. Schulze and Christoph Wegman, Wiesbaden, Germany: Gabler Verlag, 2007, 307-328.
9. The Asian multinational corporation: Evolution, strategy, typology and challenges. In *Handbook of Asian Management*, edited by K Leung and S White, Norwell, MA: Kluwer Press, 2004, 155-205.
10. An exploratory analysis of the determinants of innovation in the tissue engineering sector (with DW Hutmacher). In *Polymer Based Systems in Tissue Engineering, Replacement and Regeneration*, edited by R Reis and D Cohn, Netherlands: Kluwer Press, 2003, 409-418.

### Published cases in journals, case collections and books

1. Maruti Suzuki in 2022: Defending Market Leadership, Published in the *Ivey Case Collection*, 2022.
2. Shopee: Hitting the Pause Button on International Expansion? Published in the *Ivey Case Collection*, 2022.
3. Singapore Airlines: Surviving the Covid-19 Pandemic, Published in the *Ivey Case Collection*, 2022.

4. McDonald's versus Vikram Bakshi (with Neetu Yadav), in *Emerald Emerging Market Case Collection*, 2021.
5. Hmlet's early internationalization: Too much of a good thing? Published under AIB mini-case initiative, <https://tesig.aib.world/mini-cases-for-teaching-ib/>
6. Usha Martin: Unraveling the vertical integration strategy, *Ivey Case Collection*, product no. 9B21M024.
7. Moovaz: Moving into the future, *Ivey Case Collection*, 2021, product no. 9B21M013.
8. AGC Group: Advancing Towards Vision 2025. *Ivey Case Collection*, 2019, product no. 9B19M118.
  - a. Translated into simplified Chinese language by Ivey Publishing.
9. Usha Martin: Surviving a perfect storm, *SAGE Business Cases Collection on Family Business* (<http://sk.sagepub.com/cases/usha-martin-surviving-a-perfect-storm>).
10. The Rise and Fall of Zo Rooms, included in the latest edition of *Strategic Management: Concepts, Competitiveness and Globalization* by Hitt, Ireland and Hoskisson.
11. Airbnb's Business Travel Vertical in Asia: The way forward, *Ivey case collection*, 2017, product no. 9B17M144.
12. Retooling Illinois Tool Works for continued growth and profitability. *Ivey case collection*, 2017, product no. 9B17M027.
  - a. Included in the latest edition of *Strategic Management: Concepts, Competitiveness and Globalization* by Hitt, Ireland and Hokisson.
13. Tiger Balm: Internationalization and product extension. *Ivey case collection*, 2016, product no. 9B15M128.
  - a. Translated into simplified Chinese language by Ivey Publishing.

Eleven other cases published in bestselling strategy books such as Hitt et al. (2014), Ivey case collection, case journals.

### **Current research/ working papers**

1. Political ties and philanthropic donations of Chinese entrepreneurial firms (with Naveen Jain, Lin Yuan and Minyi Zhong), under second review at the *Asia Pacific Journal of Management*.
2. Institutional Characteristics and the Capabilities-Performance Relationship, advanced first draft (with Jie Wu).
3. Alliance Strategy and Radical versus Incremental Innovation: An integrative Perspective and Analysis, advanced first draft (with Jie Wu).

### **Refereed Conference Presentations**

#### Recent conference presentations

1. How do Behavioural Factors Impact the Performance of SME Alliances? An Empirical Analysis (with R Prabhudesai). In Administrative Sciences Association of Canada (2022) conference.
2. Analysis of Philanthropic Donations by Chinese Entrepreneurial Firms from a Political Ties Perspective (with Naveen Jain, Yuan Lin and Minyi Zhong). In Administrative Sciences Association of Canada (2022) conference.

3. Best Practices in Case Teaching. Invited talk at the AIB-South Asia 2022 Conference.
4. Alliance Partnering Strategies and Innovation Outcomes: The Contingent Effect of TMT Linkages (with Jie Wu), presented at the IACMR conference in June 2021.
5. Impact of the Institutional Environment on the Choice between Indirect Exports and Direct Exports (with B. Elango), presented at the AIB 2020 (Miami/ online) conference.
6. Informal Finance, Home Country Characteristics and Export Performance of Emerging Market Firms: A Multi-Country Analysis (with B. Elango), presented at the AIB 2020 (Miami/ online) conference.
7. Institutional Characteristics and the Capabilities-Performance Relationship: An Emerging Markets Perspective (with Jie Wu), presented at the AIB 2020(Miami/ online) conference.

#### Earlier conference presentations

1. More than 35 presentations in AIB and AOM and 30 in regional or specialized conferences, including SMS.
2. Several presentations and invited talks in managerial conferences.

#### **Popular press articles and coverage**

Forty-nine unique articles (more than 90, including reprints) in newspapers/ magazines such as *Straits Times* and *Business Times* and *Today* (Singapore), the *Edge* (Malaysia), *International Business Times* (US), *Economic Times* (India) and *Forbes* (Asia and China) and *South China Morning Post* (Hong, Kong). See **Appendix 1** for a full list.

Book reviews/ interviews featured in *Business Times*, *Straits Times* and the *New Paper* (all Singapore based newspapers), *The Human Factor* (India), *Economic Times* (India), *The Edge* (Malaysia) and the *Thunderbird International Business Review*.

Quoted in *Wall Street Journal*, the *Edge*, *Financial Times*, and *Forbes International Herald Tribune*, *In the Black* (Australia), *Nikkei Asian Business Review*

Several interviews on current business issues in Singapore and global media including on CNBC, BBC, CGTN and Channel News Asia.

#### **Impact of research (as at July 2022)**

Over 2,400 citations in Google Scholar with *h* and *i10* indices of 27 and 40 respectively; 1050 citations in Scopus and an *h* index of 20.

Over 21,100 document views (top 5%) and 450 followers on academia.edu (December 2022).

Over 35,000 reads and 1,400 citations and H index of 20 for profile on researchgate.net (December 2022).

More than 25,000 views of managerial posts published on LinkedIn.

### **Teaching ([TOP](#))**

#### **Courses Taught**

Corporate Strategy/ Strategic Management (MBA, and Executive MBA levels).

International Business (MBA, and Executive MBA levels).

Global Strategic Management (BBA (Hons), MBA, and Executive MBA levels).

Business Leadership Case Analysis (BBA (Hons))

### **Executive Education**

Extensive executive education experience in open enrolment (General Management and Strategic Management) programs conducted by the NUS Business School as well as customized programs for numerous clients in several different countries including China, India, Indonesia, Japan, Sri Lanka, S Arabia, and UAE.

Invited presentations at many commercial organizations

**List of universities and organizations for invited talks** (unless noted otherwise, clients based in Singapore)

Airline Personnel Directors' Council, American Chamber of Commerce, Chartered Institute of Management (Sri Lanka), Civil Service College, Dentsu and Company, Finpro Business Consultancy, Helsinki School of Economics, Haw Par Corporation, IE Singapore, IFIM Business School (India), Indian Institute of Management, Bangalore (India), Indian Institute of Management, Indore (India), IQPC Worldwide, MDI, Gurgaon (India), Management Development Institute of Singapore, Maharashtra Institute of Technology (India), Singapore Business Federation, Singapore Institute of Management, ST Engineering, Vidarbha Chamber of Commerce (India), and Western Washington University, Bellingham, WA.

## **Service ([TOP](#))**

### **Professional Service**

Secretary (2002-2006) and Vice President (2006-2010) of the Asia Academy of Management

Chaired two conferences: APJM conference on the Asian Multinational Corporation (1997) and the Asia Academy of Management Conference (2000), Singapore.

Currently serving on Editorial Review Board of *Strategic Management Journal*, *Global Strategy Journal*, *Asia Pacific Journal of Management* and *Journal of Asia Business Studies*. Past Editorial Review Board member for *Journal of World Business*.

Past Associate Editor of the *Asia Pacific Journal of Management*, and a founding Associate Editor of *Asian Case Research Journal*.

Ad-hoc and regular reviewer for many top tier journals.

Ph.D. thesis examiner for Asian Institute of Technology, Bangkok; the University of Auckland, New Zealand; University of Pretoria, South Africa; BITS (Pilani), India and MSc thesis examiner for University of Auckland, New Zealand.

Examiner/ advisor for the MBA programs of the City University of Hong Kong (2018-20), University of Otago, New Zealand (2011-13, 2016-20) and BSc (Business) program of the SIM University (Singapore) (2012-2016).



## Appendix 1: List of popular press articles

Note: Unless noted otherwise, the country of publication is Singapore

1. SVB, tech firms and the folly of putting all eggs in one basket, *The Straits Times*, March 17, 2023
2. Leisure travel is bouncing back but it's not all good news for major carriers like Singapore Airlines, June 14, 2022, <https://www.channelnewsasia.com/commentary/sia-singapore-airlines-budget-business-leisure-travel-recovery-2732141>
3. With travel down and SHN eased, Singapore hotels need a Plan B, Dec 19, 2021, <https://www.channelnewsasia.com/commentary/hotel-tourism-covid-19-staycation-rooms-price-travel-quarantine-omicron-mice-2383856>
4. Goodbye A380, is this the end of the super jumbo passenger plane? Oct 23, 2021, <https://www.channelnewsasia.com/commentary/a380-superjumbo-cost-operations-covid-19-travel-2258921>
5. Could S\$1 ride-hailing fee hike hurt Grab more than it realises? June 3, 2021, <https://www.channelnewsasia.com/commentary/grab-fare-increase-ride-hailing-driver-gojek-taxi-app-food-covid-1826176>
6. Impact of Grab-Gojek merger on consumers and drivers unlikely to be huge, January 5, 2021, <https://www.channelnewsasia.com/news/commentary/grab-gojek-merger-impact-riders-drivers-consumer-price-incentive-13890132>
7. We got to know Grab for its transport business. That will soon change, December 2, 2020, <https://www.channelnewsasia.com/news/commentary/grab-transport-new-business-food-delivery-fintech-payments-gojek-13677754>
8. We must save Singapore Airlines from this existential crisis, Sep 24, 2020, <https://www.channelnewsasia.com/news/commentary/singapore-airlines-layoff-national-carrier-temasek-government-13137324>
9. There will always be crises, so let's boost resilience, sgsme.sg, July 3, 2020.
10. Tourism needs to adapt to survive in the new normal, *Business Times*, June 24, 2020.
11. Airlines have it bad with COVID-19 but airports have it worse, May 14, 2020, <https://www.channelnewsasia.com/news/commentary/covid-19-airlines-changi-airport-impact-aviation-flying-sq-sia-12727156>
12. Bitter truths for Singapore Airlines about this aviation industry crash, April 4, 2020, <https://www.channelnewsasia.com/news/commentary/singapore-airlines-covid-19-coronavirus-crash-aviation-industry-12591826>
13. The rise of the ASEAN superapps, *Business Times*, September 9, 2019, <https://www.businesstimes.com.sg/asean-business/the-rise-of-the-asean-superapps>
14. Has embattled national carrier Malaysia Airlines seen the last of its glory days? 11 Jul 2019, <https://www.channelnewsasia.com/news/commentary/malaysia-airlines-take-over-national-carrier-necessary-benefits-11707496>.
15. Help, I love tech monopolies, *Channel News Asia*, 7 Apr, 2019, <https://www.channelnewsasia.com/news/commentary/big-tech-monopolies-google-facebook-apple-benefits-11415346>.



16. The fall of once-great Hyflux, a unicorn in the Singapore story, *Channel News Asia*, 8 Mar, 2019, <https://www.channelnewsasia.com/news/commentary/fall-of-once-great-hyflux-unicorn-in-singapore-story-11320640> (**2031** shares).
17. Hype over Dyson's Singapore electric car plant is a load of hot air, *South China Morning Post*, 1 Nov 2018, <https://www.scmp.com/news/asia/southeast-asia/article/2171031/hype-over-dysons-singapore-electric-car-plant-load-hot-air>
18. Focus on right measures of inequality, *The Straits Times*, August 8, 2018.
19. The way forward for bike-sharing industry, *Today*, July 5, 2018.
20. oBike's closure, a cautionary tale about poorly conceived business ideas, June 30, 2018, *channelnewsia.com* (**11031** shares).
21. Mind the hype over Dyson's electric car plant, *Today*, Jun 8, 2018, <https://www.todayonline.com/commentary/mind-hype-over-dysons-singapore-electric-car-plant>
22. When Go-Jek enters Singapore, what consumers, drivers and delivery services can expect, June 7, 2018, *channelnewsasia.com*
23. What ails Singapore Airlines, *Business Times*, May 25, 2018.
  - a. SIA needs to find its X factor again, *The New Paper*, May 21, 2018
24. Ride-sharing services: Promote competition or discourage usage, *The Straits Times*, April 13, 2018.
25. A leading chipmaker's expansion here and what it means for Singapore, *channeneusaia.com*, April 30, 2018
26. Grab-Uber merger will lead to monopolistic prices: Flawed thinking, *channelnewsasia.com*, March 29, 2018.
27. Why financial markets like Trump, *Today*, January 22, 2018.
28. In defence of free market capitalism, *The Straits Times*, Nov 11, 2017.
29. Focus SMRT's recovery on dealing with delays and disruptions decisively, *Channel News Asia*, November 15, 2017 (**559** shares)
 

<http://www.channelnewsasia.com/news/commentary/commentary-focus-smrt-s-recovery-on-dealing-with-delays-and-9404200>  
<https://kopitiambot.com/2017/11/15/commentary-focus-smrts-recovery-on-dealing-with-delays-and-disruptions-decisively/>
30. Thriving in adversity, finding path to growth by leveraging core competencies, *Business Times*, Jun 28, 2017.
31. Sticking to its knitting...and growing: The case of V3 Teletech, *Business Times*, September 6, 2016.
32. The misguided pursuit to be like Northern Europe, *Straits Times*, March 23, 2016, p. A14
33. Expanding and diversifying a family business, *Business World* (Philippines), Sep 14, 2015, pp. S3-2, S3-3
 

*Lianhe Zaopao* (Mandarin), October 21, 2015  
*Business Times*, June 28, 2016

34. Asia-Euro Holidays saga: A cautionary tale for SMEs, *Business Times*, June 25, 2015.
35. Don't blame globalization for everything, *Today*, December 2, 2014  
*The Edge Financial Daily* (Malaysia), February 5, 2015, Don't fear globalization  
*Business Review Online* (Mandarin), March, 11, 2015.
36. Better studies on prejudice needed, *Business Times*, November 16, 2014.  
*Malaysian Insider*, March 9, 2015 (A better way to study discrimination and diversity)
37. SIA's strategy in the tough airline business, *The Straits Times* (Singapore), October 24, 2014.  
*Chief Executive China*, December 10, 2014  
*The Edge Financial Daily*, December 16, 2014  
*ForbesChina.com*, December 12, 2014
38. SME survival tips, *Business Times*, November 28, 2014  
*The Edge Financial Daily* (January 27, 2015), A survival guide for small and medium sized enterprises  
*Malaysian Insider* (January 27, 2015), A survival guide for small and medium sized enterprises  
*Business Review Online* (Mandarin), March 11, 2015.  
*SME World* (Mandarin), March 2015
39. Survival of the fittest: How can companies adapt to technological upheavals, *International Business Times*, January 7, 2014.  
*Business Times*, February 18, 2014 (Survival of the fittest among technological upheaval).  
*China Daily*, April 21, 2014 (Mandarin)  
*Business Review*, April 8, 2014 (Mandarin)  
*Chief Executive China*, March, 11, 2014 (Mandarin)  
*ForbesChina.com*, February 27, 2014 (Mandarin)
40. The wind behind Red Bull's wings, *Forbes.com*, June 24, 2013.  
*Business Value*, December 10, 2013  
*Forbes China*, November 22, 2013  
*Business Times*, The wind beneath Red Bull's wings
41. When is privatization wise and when it is not, *Business Times*, March 7, 2013.  
 Quoted on ZDnet.com (<http://www.zdnet.com/article/delisting-a-double-edged-sword-for-struggling-firms/>)
42. APB's sweet success through small wins, *Business Times*, August 3, 2012.  
*Forbes China*, November 27, 2013  
*SmartFortune Fashion* (Mandarin), August 2013  
*Bangkok Post*, August 24, 2012, (Asia Pacific Breweries triumphs through small wins).
43. Strategies for SMEs in a turbulent world, *Business Times*, November 23, 2012
44. SMRT smarting from gaps in readiness, *Business Times*, February 9, 2012

- Lianhe Zaobao* (Mandarin), May 3, 2012 (Lack of crisis drills–Lessons from SMRT)
45. The creation and rejuvenation of a Tiger, *Business Times*, March 27, 2012.  
*Lianhe Zaobao* (Mandarin), March 15, 2012
46. Alliances are a competitive necessity, *The Hindu Business Line*, December 18, 2011,  
(Interview by D Murali)
47. How to fly through crises, *Business Times*, April 10, 2012.  
*Lianhe Zaobao* (Mandarin), March 29, 2012 (Flying through crises: SIA’s crisis management)
48. Small firm, international treasure, *Business Times*, April 17, 2012.  
*Lianhe Zaobao* (Mandarin), April 5, 2012 (Heng Long International becomes darling of major global company)
49. Lessons from iconic Kodak's failed moments, *Business Times*, January 12, 2012.  
*Lianhe Zaobao* (Mandarin), May 10, 2012, Reasons for Kodak’s downfall
50. Double helix management, *Business Times*, June 1, 2010.
51. Staying the course during a crisis, *The Straits Times*, March 19, 2009.
52. Global strategy in an age of turbulence, *Business Times*, January 12, 2009.
53. How to succeed in Chindia, *Business Times*, 2008.
54. Keeping global aspirations real, *Business Times*, March 12, 2007.