

Kulwant Singh

Professor of Strategy and Policy

NUS Business School, National University of Singapore, Kent Ridge, Singapore 117592

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EDUCATION

Ph.D., University of Michigan, 1993

MBA, National University of Singapore, 1989

BBA (Honours, First Class), National University of Singapore, 1982

CURRENT ACADEMIC APPOINTMENTS AND AFFILIATIONS

Member, Board of Directors, Centre for Governance and Sustainability

Member, University Promotion and Tenure Committee

Member, NUS Nominating Committee for Honorary Doctorates and Emeritus Professors

Honorary Fellow, Judge Business School, University of Cambridge

Member, Advisory Board, Norwegian School of Economics

Member, International Academic Advisory Board, Baltic Management Institute

Member, DRUID Scientific Advisory Committee

RESEARCH AND TEACHING INTERESTS

Inter-firm cooperation and competition

Firm adaption to exogenous shocks

Strategy and competition in the Asia Pacific

Corporate and technology strategy

SCHOLARLY HONOURS

- 2021 Teaching Excellence Award, UCLA-NUS Executive MBA
- 2019 Appointed Fellow, Asia Academy of Management
Teaching Excellence Award, UCLA-NUS Executive MBA
- 2016 Best Paper Proceedings, Academy of Management
Finalist, Best Paper Award, Strategic Management Society Special Conference, HK.
- 2015 Finalist, GW-CIBER Best Paper Award, International Management Division, Academy of Management
Best Paper Proceedings, Academy of Management
Teaching Excellence Award, UCLA-NUS Executive MBA
- 2014 Top 20 best-selling cases, Ivey Case Collection (for Tata Motors Acquisition of Daewoo Trucks)
- 2013 Teaching Excellence Award, UCLA-NUS Executive MBA
- 2012 Teaching Excellence Award, UCLA-NUS Executive MBA
- 2011 Quebec Teaching Award Seminar, Desautels Faculty of Management, McGill University
- 2009 Fellow, NUS Teaching Academy (till 2012)
- 2007 Teaching Excellence Award, UCLA-NUS Executive MBA
Best Teacher Award, Asia Pacific Executive MBA
"My Favourite Teacher" Award, NUS MBA Homecoming
- 2005 Outstanding Educator Award, National University of Singapore
Teaching Excellence Award, UCLA-NUS Executive MBA
Outstanding Researcher Award, Department of Business Policy, NUS
Nominated for Carolyn Dexter Best International Paper, Academy of Management
Best Paper Proceedings, Academy of Management,
- 2004 Outstanding Educator Award, NUS Business School
- 2003 NUS Excellent Teachers
Teaching commendation, NUS Business School
- 2002 Teaching commendation, NUS Business School
- 2001 Best Paper Proceedings, Academy of Management
- 1999 Nominated for Carolyn Dexter Best International Paper, Academy of Management 1999
Best Paper Proceedings, Academy of Management
Best PhD Thesis Supervisor, Faculty of Business Administration, National University of Singapore

- 1997 Research Achievement Award, National University of Singapore
Asia-Europe Chair, ASEAN European Union Management Centre
- 1996 Glueck Best Paper Award, Business Policy and Strategy Division, Academy of Management
Best Paper Proceedings, Academy of Management
University Fellowship, Osaka City University
- 1995 Teaching commendation, NUS Business School
Best Paper Proceedings, Academy of Management
- 1994 Finalist, Best Dissertation Competition, Business Policy and Strategy, Academy of Management
- 1992 Rackham Dissertation Grant, Horace H. Rackham School of Graduate Studies, University of Michigan
Gerald and Lillian Dykstra Fellow, teaching excellence, University of Michigan Business School
- 1991 Best Paper Award, Policy Division, Administrative Sciences Association of Canada
High Pass, Preliminary examinations for candidacy in Corporate Strategy, University of Michigan
- 1989 Senior Tutorship Scholarship Award, National University of Singapore

PUBLICATIONS

The interface of market and nonmarket strategies: Political ties and strategic competitive actions, *Journal of World Business*, 2022, 57: 101345 (with Weiting Zheng & Siah Hwee Ang).

Global Leaders and Universal Models of Strategy for Asia, *Journal of Leadership Studies*, 2020, 14(2): 74-76.

Creating and Taming Discord: How Firms Manage Embedded Competition in Alliance Portfolios to Limit Alliance Termination, *Strategic Management Journal*, 2018, 39(12): 3273-3299 (with Navid Asgari, Vivek Tandon & Will Mitchell).

Capital Market Development and Firm Restructuring During an Economic Shock, *Organization Science*, 2017, 28(3): 552-573 (With Ishtiaq Mahmood & Siddharth Natarajan).

Alliance Portfolio Reconfiguration Following a Technological Discontinuity, *Strategic Management Journal*, 2017, 38 (5): 12062-1081 (with Navid Asgari & Will Mitchell).

Ties to Unbind: Political Ties and Firm Sell-Offs during Institutional Transition, *Journal of Management*, 2017, 43(7): 2005-2036 (with Weiting Zheng & Chi-Nien Chung).

Effect of Competition between Focal Firm's Partners on Alliance Disbandment in Alliance Portfolios, *Best Papers Proceedings, Academy of Management*, 2016, Anaheim, USA (with Navid Asgari, Vivek Tandon & Will Mitchell).

Buffering and Enabling: The Impact of Interlocking Political Ties on Firm Survival and Sales Growth, *Strategic Management Journal*, 2015, 36: 1615–1636 (with Weiting Zheng & Will Mitchell).

The imprinting effects of family founders and external environments on firm internationalization, *Best Papers Proceedings, Academy of Management*, 2015, Vancouver, Canada (with Elaine Oon & Jaideep Prabhu).

Refining, Reinforcing and Reimagining Universal and Indigenous Theory Development in International Management, *Journal of Management Inquiry*, 2013, 22(2): 148-164 (with Gavin Jack, Yunxia Zhu, Jay Barney, Mary Yoko Brannen, Craig Prichard & David Whetten).

Diversification and Performance: Evidence from East Asian Firms, *Strategic Management Journal*, 2007, 28(2): 101-120 (with Abhirup Chakrabarti & Ishtiaq Mahmood).

Institutional Environments, Staffing Strategies, and Subsidiary Performance, *Journal of Management*, 2007, 33: 611-636 (with Ajai S. Gaur & Andrew Delios).

The Limited Relevance of Culture for Strategy, *Asia Pacific Journal of Management*, 2007, 24: 421-428.

Growth Dynamics: The Bi-Directional Relationship between Interfirm Collaboration and Business Sales in Entrant and Incumbent Alliances, *Strategic Management Journal*, 2005, 26(6):479-521 (with Will Mitchell).

Institutional Environments, Staffing Strategies, and Subsidiary Performance: Lessons from Japanese MNCs, *Best Papers Proceedings, Academy of Management*, 2005, Hawaii, USA (with Ajai S. Gaur & Andrew Delios).

Increasing Replication for Knowledge Accumulation in Strategy Research. *Journal of Management*, 2003, 29(4): 533-549 (with Siah Hwee Ang & Siew Meng Leong. 2003).

The Impact of the Institutional Environment on the Venture Capital Industry in Singapore. *Venture Capital: An International Journal of Entrepreneurial Finance*, 2002, 4(3): 197-218 (with Gary Bruton & David Ahlstrom).

Determinants and Outcomes of Knowledge Transfer: A Study of MNCs in China. *Best Paper Proceedings, Academy of Management*, 2001, Washington DC, USA (with Pien Wang, Chun Peng Koh & Wenfeng Tong).

Strategic Lessons from the Asian Crisis. *Long Range Planning*, 2000, 33: 706-729 (with George Yip).

Governments in Business: An Empirical Analysis of the Strategies and Success of Government Linked Corporations in Singapore. *Best Papers Proceedings, Academy of Management*, 1999, Chicago, USA (with Siah Hwee Ang).

Guided Competition in Singapore's Telecommunications Industry. *Industrial and Corporate Change*, 1998, 7(4): 585-599.

The Impact of Technological Complexity and Interfirm Cooperation on Firm Survival. *Academy of Management Journal*, 1997, 40(2): 339-367.

Precarious Collaboration: Business Survival After Partners Shut Down or Form New Partnerships. *Strategic Management Journal*, 1996, 17: 99-115 (with Will Mitchell).

Survival of businesses using collaborative relationships to commercialize complex goods. *Strategic Management Journal*, 1996, 17(3): 169-195 (with Will Mitchell).

Entrenched Success: The Reciprocal Relationship Between Interfirm Collaboration and Business Sales Growth. *Best Papers Proceedings, Academy of Management*, 1996, Cincinnati, USA (with Will Mitchell).

Corporate Strategy in the Intelligent Island: The Case of Singapore Telecom. *Industrial and Corporate Change*, 1995, 4(4): 691-702.

Spillover Effects and Nonexpansion When Product Types and Firm Types Differ. *Journal of Management*, 1995, 21(1): 81-100 (with Will Mitchell).

A Theory of Reasoned Action Perspective of Voting Behavior: Model and Empirical Test. *Psychology and Marketing*, 1995, 12(1): 37-51 (with Siew Meng Leong, Chin Tiong Tan & Kwei Cheong Wong. 1995).

The Impact of Technological Complexity and Interfirm Cooperation on Firm Survival. *Best Papers Proceedings, Academy of Management*, 1995, Vancouver, Canada.

Differentiating between Marketing- Driven and Technology-Driven Vendors of Medical Information Systems Vendors. *Archives of Pathology and Laboratory Medicine*, 1994, 118 (8): 784-788 (with Bruce Friedman & Will Mitchell).

Death of the Lethargic: Effects of Expansion into New Technological Subfields of an Industry on Performance in a Firm's Base Business. *Organization Science*, 1993, 4 (May): 152-180 (with Will Mitchell).

Autonomy and Localization of American, European, and Japanese MNC Subsidiaries in Singapore. *International Research in the Business Disciplines*, 1993, 1: 91-106 (with Joseph Putti & William Stoever).

Incumbent's Use of Pre-Entry Alliances Before Expansion into New Technical Subfields of an Industry. *Journal of Economic Behavior and Organization*, 1992, 18(Aug): 347-372 (with Will Mitchell).

Perceived Autonomy and Localization of American, European, and Japanese Subsidiaries in Singapore. *Journal of Southeast Asia Business*, 1992, 8: 15-31 (with Joseph Putti & William Stoever).

WORKING PAPERS

Strategic Ingratiation: Using R&D Investments to Manage Negative Political Spillovers (With Zheng Weiting, Karen Yumin Zhang & Milo Wang; under review).

Unpacking the Inertia in Resource Allocation Adjustments of Multi-Business Firms (with Niklas Lindlbauer & Yasemin Y. Kor; under review).

Asymmetric Effects: How Political Ties Influence the Impact of Competition on Firm Survival and Efficiency (With Zheng Weiting; under review).

Firm Investment in Growth when Economic Crises Recur (With Abhirup Chakrabarti; under review).

Investing in an Economic Crisis: Does the Market (Mis)lead? Strategic Management Society Annual Conference, Toronto 2023 (With Kamyar Goudarzi & Abhirup Chakrabarti; in development)

BOOKS

Business Strategy in Asia: A Casebook, 2013 (fourth edition). Cengage (with Nitin Pangarkar & Loizos Heracleous).

- Chinese translation of Third Edition, 2011.
- Third Edition published in 2010
- Second edition published in 2005.
- First edition published as Kulwant Singh, Gaik Eng Lim & Nitin Pangarkar. 2001. *Business Strategy in Asia: A Casebook*. Thomson.
- Chinese translation of First Edition published in 2003.
- Extract versions published in 2003 and 2002.

Strategy for Success in Asia, 2005, John Wiley (with Andrew Delios).

- ebook version published in 2012

Surviving the New Millennium. Lessons from the Asian Crisis, 2000, McGraw-Hill (with Swee Hoon Ang, Soo Hoon Lee, Guan Hua Lim & Kong Yam Tan).

- Korean translation published in 2001.

BOOK CHAPTERS

Alliances and Exogenous Shocks. In Luiz Mesquita, Roberto Ragozzino and Jeffrey J. Reuer (eds.), *Collaborative Strategy: A Guide to Strategic Alliances*, 2017, 88-95, Edward Elgar. (with Navid Asgari)

Contracting Out. 2017. In Mie Augier and David J. Teece (eds.), *The Palgrave Encyclopedia of Strategic Management*, Management Palgrave, 2017.

The Changing Role of Business Schools as Key Social Agents in Asia. In Alfons Sauquet & Mette Morsing (eds.), *Business Schools: Which Contribution to Society?* 2011, 24-36, Sage (with Bernard Yeung).

Strategy Research in Asia. In Henry Yeung (ed.), *Handbook of Research on Asian Business*, 2007, 19-45, Edward Elgar (with Andrew Delios & Wei Wei Xu).

Towards the Development of Strategy Theory: Contributions from Asia Research, 2004, 53-83. In Steven White & Kwok Leung (eds.), *Handbook of Asian Management*, 2004, Kluwer.

In Diversity is there Strength? Ruminations on Changing Faces in Business. In Cary L. Cooper, Sue Cartwright & P Christopher Earley, (eds.), *International Handbook of Organizational Culture and Climate*, 2001, John Wiley (with Narayan Pant).

Strategic Lessons from the Asian Crisis. In Henri Claude di Bettignies (ed.), *Change in Management Practices in Asia*, 2001, INSEAD (with George Yip).

The Asian Crisis: Postscript. In George Yip (ed.), *Asian Advantage. Global Strategies in the Asia Pacific*, 2000, Second Edition, Addison Wesley (with George Yip).

Singapore: Regional Hub. In George Yip, (ed.), *Asian Advantage. Global Strategies in the Asia-Pacific*, 1998 & 2000, Addison Wesley (with Joseph Putti & George Yip).

An Exploratory Survey of International Political Marketing Practices. In Yao O. & Shepherd W. (eds.), *Problems and Prospects in International Business Perspectives from Asia and the Pacific*, 1992, AIBSEAR (with Tan Chin Tiong, Wong Kwei Cheong & Leong Siew Meng).

REFEREED CONFERENCE PAPERS & PRESENTATIONS

Investing in an Economic Crisis: Does the Market (Mis)lead?, Strategic Management Society Annual Conference, Toronto 2023 (With Kamyar Goudarzi & Abhirup Chakrabarti)

Resource Extension Experience: Differential Effects of Domestic versus International Resource Extensions for Firm Growth, Strategic Management Society Annual Conference, Toronto 2021 (with Siddarth Natarajan).

Corporate Diversification and Resource Allocation Adjustments in Multi-Business Firms. Academy of Management, 2021 (with Niklas Martin Lindlbauer & Yasemin Y Kor).

Firm Strategies for Dealing with Institutional Regression. Strategic Management Society Annual Conference, London, 2020 (with Navid Asgari & Will Mitchell).

The Effectiveness of Heterogeneous Political Ties as a Response Strategy to Multiplicity in Resource Dependencies. Strategic Management Society Annual Conference, London, 2020 (with Zheng Weiting & Will Mitchell).

Political Embeddedness and Firm Strategic Actions during Institutional Transition. Asia Academy of Management Annual Conference, Bali, 2019 (With Zheng Weiting & Ang Siah Hwee).

Leadership Duality in the Bio-Pharmaceutical Industry: Impact on Entrant and Incumbent Industry Leadership Duality. Strategic Management Society Annual Conference, Paris, 2018 (with Navid Asgari, Vivek Tandon & Will Mitchell).

Do Political Ties Facilitate or Constrain Firms' Competitive Actions during Institutional Transition? The Interplay between Informal and Formal Institutions. Academy of International Business (AIB) Oceania, Melbourne, 2018 (With Zheng Weiting).

Leadership duality in the Bio-pharmaceutical industry: How evolution of complementary resources supports incumbents and entrants. Organization Science Winter Conference, 2018, USA (with Navid Asgari, Vivek Tandon & Will Mitchell).

Foreign Competition and Domestic Firm Performance: The Role of Competitive Reaction and Political Ties. International Association for Chinese Management Research Conference, China, 2016 (with Zheng Weiting & Siah Hwee Ang).

Organizational Response in Recurring Economic Shocks: The Confounding Role of Sensemaking and Interpretation. Strategic Management Society Special Conference, 2016, Hong Kong (with Abhirup Chakrabarti).

The imprinting effects of family founders, economic shocks and institutional development on firm internationalization. International Management Division, Academy of Management, 2015, Vancouver, Canada (with Elaine Oon & Jaideep Prabhu).

Organizational Adaptation in Recurring Economic Shocks. Strategic Management Society Conference, 2014, Madrid, Spain (with Abhirup Chakrabarti).

Competition and alliance formation: Evidence from the US hospital software industry. Academy of Management, 2014, Philadelphia, USA (with Hermann Juergens & Abhirup Chakrabarti).

Founding Conditions and Internationalisation: The Influence of Founders, Institutions and Economic Environment. EGOS Colloquium, 2014, Rotterdam, Netherlands (with Elaine Oon & Jaideep Prabhu).

When and where were you Born? The Influence of Firms' Founding Conditions on International Growth. Marketing Science Conference, 2013, Istanbul, Turkey (with Elaine Oon & Jaideep Prabhu).

Learning from Rare Events: Organizational Adaptation to Recurring Economic Shocks. Accepted for presentation to EGOS Colloquium, 2013, Montreal, Canada (with Abhirup Chakrabarti).

Technological Discontinuities and Alliance Portfolio Reconfiguration. Strategic Management Society Special Conference, 2013, Lake Geneva, Switzerland (with Navid Asgari).

Benefitting from Alliances in the Face of Technological Discontinuities. Strategic Management Society Special Conference, 2012, Singapore (Navid Asgari & A. M. Subramanian 2012).

Replication in Strategy Research. Strategic Management Society Annual Conference, 2012, Rome, Italy (with Siah Hwee Ang).

Buffering or Enabling? Interlocking political ties and firm dissolution. IACMR Conference, 2010, Shanghai, China (with Weiting Zheng)

Political Ties and their Contingent Impact on Firms being Acquired in Transition Economies. Business Policy and Strategy Division, Academy of Management, 2009, Chicago, USA (with Weiting Zheng & Chi Nien Chung).

Universal vs. Indigenous Theory: The Future of International Management Research. Panel presentation, International Management Division Symposium, Academy of Management, 2009, Chicago, USA.

Kulwant Singh. 2008. Context Dependence of Strategy Research. Panel presentation, Academy of International Business, Milan, Italy.

Political Ties and Firms' Strategic Reaction to Competitive Foreign Entry in Transition Economies, Presented to International Management Division, Academy of Management, 2007, Philadelphia, USA (with Weiting Zheng).

Foreign Competition, Institutional Environment and Domestic Firms' R&D Response across Asia, Technology and Innovation Management Division, Academy of Management, 2006, Atlanta, USA (with Weiting Zheng).

Ownership Structure and Firm Performance across Institutional Environments during an Economic Shock. Strategic Management Society, 2006, Vienna, Austria (Xuesong Geng & Andrew Delios).

The Diversification and R&D Relationship: A Re-examination across Institutional Environments in Asia. Academy of International Business, 2005, Quebec City, Canada (with Abhirup Chakrabarti & Weiting Zheng).

Firm Diversification and R&D across Institutional and Policy Environments in East Asia. Business Policy and Strategy Division, Academy of Management, 2003, Seattle, USA (with Abhirup Chakrabarti).

Does Restructuring Help during a Crisis? Evidence from Korea and Singapore Companies. Organization and Management Theory Division, Academy of Management, 2003, Seattle, USA (with Jinyan Zhu & Ishtiaq Mahmood).

A Panel Study of the Reciprocal Relationship between Technology Intensity and Competitive Intensity. Technology and Innovation Management Division, Academy of Management, 2003, Seattle, USA 2003 (with Ang Siah Hwee).

Ownership Structure and Firm Performance in East Asia. Business Policy and Strategy Division, Academy of Management, 2002, Denver, USA (with Xuesong Tong & Clement Wang).

Macroeconomic Exposure, Diversification, and Firm Performance: A Study of East Asian Economies in the Context of an Economic Shock. Academy of International Business, 2001, Sydney, Australia (with Abhirup Chakrabarti & Ishtiaq Mahmood).

Diversification and Firm Performance in Asia: A Study in the Context of a Major Economic Shock. Business Policy and Strategy Division, Academy of Management, 2001, Washington, D.C., USA (with Abhirup Chakrabarti & Ishtiaq Mahmood).

Strategic Lessons from the Asian Crisis. Euro-Asia Centre Conference on Change in Management Practices in Asia, 2001, INSEAD, France (with George Yip).

Interactions between Environment Complexity, Corporate Culture and Diversity in Global Businesses: In Diversity is there Strength? Academy of Management, 2000, Toronto, Canada (with Narayan Pant).

Technology Intensity and Competitive Intensity: Impact on Firms and Industries. Best Paper Proceedings, Asia Academy of Management, 2000, Singapore (with Siah Hwee Ang).

Increasing Replication in Strategy Research. Research Methods Division, Academy of Management, 1999, Chicago, USA (with Siew Meng Leong & Siah Hwee Ang).

Regionalisation Strategies of Singapore Corporations. Seoul National University-Organisation Science Conference, 1999, Seoul, Korea (Lee Keng Quek).

Technological Predictors of the Propensity to Acquire. Technology and Innovation Management Division, Academy of Management, 1998, San Diego, USA.

Guided Competition in Singapore's Telecommunications Industry. Consortium for Research on Telecommunications Policy and Strategy, 1998, University of Michigan, Ann Arbor, USA.

An Empirical Investigation of Technological Predictors of Interfirm Collaboration in a Developing Economy. International Management Division, Academy of Management, Boston, USA (with Siah Hwee Ang. 1997).

Strategy in the Asia Pacific: What is Different? International Management Division, Academy of Management, 1997, Boston, USA.

The Strategies and Success of Government Linked Corporations in Singapore. Conference on Asian Research on Organisations, 1996, Organization Science-Hitotsubashi University, Tokyo, Japan.

The Effect of Partner Performance on Business Survival in the U.S. Hospital Software Systems Industry, 1961-1991. Business Policy Division, Academy of Management, 1995, Vancouver, Canada (with Will Mitchell).

Failure and Flight: The Effect of Losing a Partner on the Survival of Businesses Commercializing Complex Goods. Conference on Evolutionary Perspectives on Business, 1995, Stanford University, USA ((with Will Mitchell).

Inter-Organizational Cooperation in the Provision of High Complexity Services. INFORMS International Meetings, 1995, Singapore.

Corporate Strategy in the Intelligent Island: The Case of Singapore Telecom. Consortium for Research on Telecommunications Policy, 1995, University of Michigan, Ann Arbor, USA.

The Concept and Implications of Technological Complexity for Organizations. Technology and Innovation Management Division, Academy of Management, 1993, Atlanta, USA.

Technological Complexity and Organizational Choice in the Medical Information System Industry, 1970-1990. Business Strategy and Policy Division, Academy of Management, 1992, Las Vegas, USA (with Will Mitchell).

Death of the Lethargic: Effects of Expansion into New Technological Subfields of an Industry on Performance in a Firm's Base Business. ORSA/TIMS Joint National Meeting, 1992, San Francisco, USA (with Will Mitchell).

Legitimacy and Resource Availability: Competitive or Component Explanations for Density Dependence? Business Policy Division, Academy of Management, 1992, Miami, USA (with Will Mitchell).

Spillover Effects and Nonexpansion When Product Types and Firm Types Differ. Policy Division, Administrative Sciences Association of Canada, 1991, Niagara Falls, Canada (with Will Mitchell).

INVITED RESEARCH PRESENTATIONS (SELECTED)

Interlocking Political Ties and Firm Acquisition in Emerging Economies, 2010, Judge Business School, *University of Cambridge*, Cambridge.

- Also presented at seminars at Cranfield, HEC, Manchester, McGill, Tilburg and Warwick in 2010.

Government-Business Ties. Institute for Manufacturing, 2010, *University of Cambridge*, Cambridge.

Strategy Research in Asia. *Indian School of Business*, 2009, Hyderabad, India.

An Agenda for Strategy Research in Asia. Keynote address, *Australia New Zealand Academy of Management Annual Conference*, 2009, Auckland, New Zealand.

Strategy in Asia. Asia Pacific Journal of Management Special Issue Conference, 2005, Singapore.

Restructuring Government Corporations and Services in Singapore. *Harvard International Development Conference*, 1999, Harvard University, Boston, USA.

Facing Crisis: Strategies in Post-Crisis Asia-Pacific. *IAG, University Catholique de Louvain*, Louvain Le Neuve, 1999, Belgium.

Government-Business Relations in Singapore. *European Institute of Japanese Studies, Stockholm School of Economics*, 1997, Stockholm, Sweden.

Strategies for the Asia Pacific. *Copenhagen Business School*, 1997, Copenhagen, Denmark.

Strategy in the Asia Pacific. *EuroAsia Centre, INSEAD*, 1997, Fontainebleau, France.

Aspects of Strategy and Business in Asia. *IAG, University Catholique de Louvain*, 1997, Louvain Le Neuve, Belgium.

Globalization of Research and Development: Japanese R&D in Singapore. *Conference on Cooperative Research in Asia*, 1996, Osaka City University, Japan.

Regional Hub: Singapore. *Meeting on Advantages of Businesses in Asia*, Asian Institute of Management, 1996, Philippines.

Survival and Exit of Firms with Market, Collaborative, and Integrated Commercialization Orientations in the American Hospital Information Systems Industry, 1965-1991. *Conference on Science and Technology Policy into the Next Century*, 1993, Honolulu, USA (with Will Mitchell).

An Exploratory Survey of International Political Marketing Practices. *Academy of International Business, Southeast Asia Regional Conference*, 1992, Brisbane, Australia (with Siew Meng Leong, Chin Tiong Tan & Kwei Cheong Wong).

Autonomy and Localization of MNC Subsidiaries: A Comparison of American, European and Japanese Companies in Singapore. *International Academy of Management*, 1991, USA (with Joseph Putti & William Stoever).

TEACHING RELATED PUBLICATIONS

Developing and Implementing Strategy in Complex and Changing Environments. 2017. Greg Perkins & Kulwant Singh. The Case Centre, Reference 317-0401-5.

Strategy in Asia. 2018. Kulwant Singh & Parmesh Rikhraj.

Growth Strategy. 2018. Kulwant Singh & Parmesh Rikhraj.

In China the Right Political Ties Count. 2014. (With Zheng Weiting & Will Mitchell), *Harvard Business Review*, 92 (11), 30-32.

CASE STUDIES

Digibanking in Singapore, 2023 (with Parmesh Rikhraj).

The Liner Shipping Industry: Competition and Business Models, Ivey Case Collection, W25505, 2021 (with Parmesh Rikhraj).

Air Asia: A Second Decade of Exceptional Growth? *Business Strategy in Asia: A Casebook*, 2013, Fourth Edition, Kulwant Singh, Nitin Pangarkar & Loizos Heracleous, Cengage (with Parmesh Rikhraj).

The Volkswagen--Suzuki alliance: Starting and Stalling. *Business Strategy in Asia: A Casebook*, 2013, Fourth Edition, Kulwant Singh, Nitin Pangarkar & Loizos Heracleous, Cengage (with Nitin Pangarkar).

Tata Motors' Acquisition of Daewoo Commercial Vehicles Corporation, *Business Strategy in Asia: A Casebook*, 2009, Third Edition, Kulwant Singh, Nitin Pangarkar & Loizos Heracleous, Cengage (with Meera Harish & Sanjay Singh).

- Also published in Ivey Case Collection, 9B08M094 Tata Motors' Acquisition of Daewoo Commercial Vehicles Corporation, 2008
- Top 20 bestselling case in 2012-2013, Ivey Case Collection
- Top 100 bestselling cases 2014-2019, Ivey Case Collection
- Reproduced in Tan et al., *Strategic Management Casebook*, 2012.

Tata Motors' Integration of Daewoo Commercial Vehicles Corporation. *Business Strategy in Asia: A Casebook*, 2009, Third Edition, Kulwant Singh, Nitin Pangarkar & Loizos Heracleous, Cengage (with Meera Harish & Sanjay Singh).

- Also published in Ivey Case Collection, 9B08M094 Tata Motors' Integration of Daewoo Commercial Vehicles Corporation, 2008.

Air Asia: Now everyone can fly. In *Business Strategy in Asia: A Casebook*, 2009, Third Edition, Kulwant Singh, Nitin Pangarkar & Loizos Heracleous, Cengage (with Andrew Delios & Rohit Verma).

The Asian Airline Industry. In *Business Strategy in Asia: A Casebook*, 2009, Third Edition, Kulwant Singh, Nitin Pangarkar & Loizos Heracleous, Cengage (with Andrew Delios & Rohit Verma).

The Shipping Liner Industry. In *Business Strategy in Asia: A Casebook*, Third Edition, Kulwant Singh, Nitin Pangarkar & Loizos Heracleous, Thomson (also in 2004 edition).

Singapore Telecom: Strategic Challenges in a Turbulent Environment. In *Business Strategy in Asia: A Casebook*, Second Edition, Kulwant Singh, Nitin Pangarkar & Loizos Heracleous, Cengage (also in 2004 and 2001 editions) (with Loizos Heracleous).

- Also published in *Asian Case Research Journal*, 2000, 4: 49-77.
- Reproduced in Wheelen T. & Hunger J. *Strategic Management & Business Policy*, Prentice Hall, 2002.

NOL & APL (A). In *Business Strategy in Asia: A Casebook*, 2009, Third Edition, Kulwant Singh, Nitin Pangarkar & Loizos Heracleous, Cengage (also in 2004 and 2001 editions).

- Also published as NOL's Acquisition of APL, 1997, *Asian Case Research Journal* 1: 217-221.

NOL & APL (B). In *Business Strategy in Asia: A Casebook*, 2009, Third Edition, Kulwant Singh, Nitin Pangarkar & Loizos Heracleous, Cengage (also in 2004 and 2001 editions).

IPC. In *Business Strategy in Asia: A Casebook*, Third Edition, Kulwant Singh, Nitin Pangarkar & Loizos Heracleous, Cengage (also in 2004 and 2001 editions) (with Ishtiaq Mahmood).

- Reproduced in David Barnes, *Operations Management: An International Perspective*, Cengage Learning, 2008
- Reproduced in Philip Kotler, Swee Hoon Ang, Siew Meng Leong & Chin Tiong Tan, *Cases in Marketing Management and Strategy: An Asia-Pacific Perspective*, 2000.

Asian Paints. In *Business Strategy in Asia: A Casebook*, Third Edition, Kulwant Singh, Nitin Pangarkar & Loizos Heracleous, Cengage (also in 2004 edition) (with Nitin Pangarkar).

Kulwant Singh. Thakral Corporation in China: Crisis and Turnaround. In *Business Strategy in Asia: A Casebook*, Third Edition, Kulwant Singh, Nitin Pangarkar & Loizos Heracleous, Cengage (also in 2004 edition).

Thakral Group. In *Business Strategy in Asia: A Casebook*, Third Edition, Kulwant Singh, Nitin Pangarkar & Loizos Heracleous, Cengage (also in 2004 edition) (with DevendraPal Singh).

The Chinese Steel Industry 2006 (with Srinidhi Raghavendra & Ravi Prakash).

MyWeb Inc.com in China. In *Business Strategy in Asia: A Casebook*, Second Edition, Kulwant Singh, Nitin Pangarkar & Loizos Heracleous, Thomson (also in 2001 edition).

Piscis in China. In *Business Strategy in Asia: A Casebook*, Second Edition, Kulwant Singh, Nitin Pangarkar & Loizos Heracleous, Thomson (also in 2001 edition) (with Siah Hwee Ang).

SingTel in Europe. In *Business Strategy in Asia: A Casebook*, Second Edition, Kulwant Singh, Nitin Pangarkar & Loizos Heracleous, Thomson (also in 2001 edition).

- Also published in Proceedings of the *Asian Case Research Journal Conference*, Singapore.

SingTel: Venturing into the region. In *Business Strategy in Asia: A Casebook*, Second Edition, Kulwant Singh, Nitin Pangarkar & Loizos Heracleous, Thomson (with Loizos Heracleous).

- Also published in *Asian Case Research Journal*, 2005, 9: 37-60.

C&C: From Success to Astra. In *Business Strategy in Asia: A Casebook*, Second Edition, Kulwant Singh, Nitin Pangarkar & Loizos Heracleous, Thomson (also in 2001 edition) (with Loizos Heracleous).

OTHER PUBLICATIONS

Kulwant Singh Reinventing Government: Autonomous Agencies in Singapore. *CEMS Business Review*, 1998, 2 (4): 319-329 (with Francis Ghesquiere).

Business Opportunities in the Asia Pacific. Asean-EU Management Centre Monograph (with Stefania Saviolo).

Innovation in East Asia: The challenge to Japan. Book review. *R&D Management*, 1997, 27 (4): 394-395.

INVITED EDUCATION PRESENTATIONS

Preparing Tomorrow's ASEAN Business Leaders, Pertamina International Learning Conference, 2018, Yogyakarta, Indonesia.

The MBA Curriculum in Asia: Marrying Western Processes with Eastern Thinking. Keynote address, *8th Indian Management Conclave*, 2017, Noida, India.

Faculty Engagement and Commitment to Accreditation. *Annual Accreditation Conference: Asia Pacific*, Association to Advance Collegiate Schools of Business, 2016, Singapore.

Strategy and Success: Firm Success and National Diversification. Keynote address, *Launch event for University of Trinidad and Tobago School of Business*, 2015, Port of Spain, Trinidad and Tobago.

Alternative Takes on Teaching Strategy: Balancing the (ex)Tensions, Teaching Excellence Panel session, *Strategic Management Society Annual International Conference*, 2014, Madrid, Spain.

Can you teach Strategy online? Panel session, *Strategic Management Society Annual International Conference*, 2014, Madrid, Spain.

The Role of the PhD Programme in the NUS Business School. *European Federation for Management Development Doctoral Programmes Conference*, 2013, Ljubljana, Slovenia.

Getting Published – or at least an R&R. *PhD Research seminar series*, 2013, Judge Business School, University of Cambridge.

Facilitating Learning of Business Strategy. *Quebec Teaching Award*, 2011, McGill University.

Setting up International Programmes with MENA Relevance: Lessons from NUS. *EFMD Conference in the MENA Region*, 2010, Dubai.

Partnerships in India. Dean's Meeting, *CEMS Annual Conference*, 2009, Cologne, Germany.

Strategy and Success in Evolving Asia: Implications for Japanese Firms. Keynote address, *International Symposium on Innovations for Sustainable Businesses and Societies*, 2009, Osaka, Japan.

Internationalizing Business Schools: An NUS Perspective. *Conference on Internationalizing Korean Business Schools*, 2009, Seoul, South Korea.

Strategic Partnerships as a Winning Strategy. *Association of Asia Pacific Business Schools Workshop*, 2009, Singapore.

The Economic Crisis. What should Business Schools do? *Seminar on APAC7 Official Opening Ceremony*, 2009, Bangkok, Thailand.

Graduate Education Trends in Asia. Dean's Meeting, *CEMS Annual Conference*, 2008, Paris, France.

Challenges for Business Firms in Asia. *Asia Global Strategy Forum*, 2008, Shanghai, China.

Asia Pacific Strategy: Challenges for Indian Firms. *MBA Fair*, 2007, Mumbai, India.

Reconceptualizing the MBA in Asia: The Asian MBA. *Global HR Forum*, 2006, Seoul, South Korea.

Teaching through Student Partnerships. *Centre for Development of Teaching and Learning*, 2006, NUS.

Strategy for Success in Asia. CEO Programmes, *Singapore Institute of Management*, 2005, Singapore.

Strategy in Asia: A Perspective for Indian Firms. *EduQuest 2005*, 2005, Mumbai, India.

Partnerships for Teaching and Learning, Classroom Teaching Demonstration. *Centre for Development of Teaching and Learning*, 2005, NUS.

Partnerships for Teaching and Learning. Teaching Seminar, *Departments of Building and Real Estate*, 2005, NUS.

Expanding in Asia: Strategy for Tata. *Tata Group HR Directors Meeting*, 2005, Mumbai, India.

Globalisation Implications for Strategy in the Asia Pacific. *Business Intelligence Group*, 2005, Singapore.

The Singapore experience: Lessons for governments. *Presentation to the Cabinet*, 2001, Port of Spain, Trinidad and Tobago.

Old and New Economy: Doing Business in ASEAN. *Trade Development Board*, 2001, International Day, Singapore.

Mergers and Acquisitions: Trends and Opportunities in Asia. *THC Press Meetings*, 2000, Singapore.

Strategic Partnerships: Opportunities in Asia. *dnm Strategies and BusinessWeek*, Presidents' Forum, 2000, Singapore.

Strategic Lessons from the Asian Crisis. Boardroom Briefings Club, *dnm Strategies and BusinessWeek*, 2000, Hong Kong.

Global Strategies for MNCs in the Context of the Asian Crisis. Boardroom Briefings Club, *dnm Strategies and BusinessWeek*, 1999, Singapore (with George Yip)

In Search of the Best of East and West in Business Education: The NUS Experience. *Decision Sciences Institute*, Sydney, 1998, Australia.

Mobility & Exchange Programmes. *Program in international Management annual meeting*, 1998, Paris, France.

Developing an Effective International Student Exchange Program. *Association of Southeast Asian Institutes of Higher Learning*, 1998, Jakarta, Indonesia (with Wee Chow Hou)

Guided Independence: Corporatisation, Privatisation and Autonomous Agencies in Singapore's Public Sector. *Seminar on Increasing Government Efficiency through Private-Public Sector Partnerships*, 1998, Asean-EU Management Centre, Negara Brunei Darussalam.

Strategies for the Asia Pacific. *SDA Bocconi*, 1997, Milan, Italy.

Managing Alliances in Asia. *Cologne University*, 1997, Cologne, Germany.

Management Systems in Singapore. *IAG, University Catholique de Louvain*, 1997, Louvain le Neuve, Belgium.

Singapore: Regional Hub. *Maastricht University*, 1997, Maastricht, Netherlands.

Collaboration between the Faculty of Business Administration and CEMS. *Community of European Management Schools*, 1997, Budapest, Hungary.

Global Strategies in the Asia-Pacific Region. *Meeting on Advantages of Businesses in Asia*, 1997, Hong Kong.

MEDIA CITATIONS

Asian Wall Street Journal, BBC, Business Times, Channel News Asia, CFO Asia, China Business, China Business Management Review, China Daily Asia Weekly, Economist, Financial Times, Korea Business, South China Morning Post, Straits Times, Today.

EDITORIAL SERVICE

Member, Editors Board, *Strategic Management Review*, since 2018.

Associate Editor, *Strategic Management Journal*, 2009-2015

Member, Editorial Board, *City, Culture and Society*, 2010 -2023.

Member, Editorial Advisory Board, *Asia Pacific Journal of Management*, since 2007.

Member, Editorial Board, *Strategic Organization*, since 2002

Member, International Advisory Board, *Global Journal of Flexible Systems Management*, 2000-2010.

Member, Editorial Board, *Strategic Management Journal*, 2000-2009

Chief Editor, *Asia Pacific Journal of Management*, 1999-2003

Editor, *Asia Pacific Journal of Management*, 1995-1998

Ad hoc reviewer for:

Academy of Management Journal, Academy of Management Review, Academy of Management Perspectives, Administrative Science Quarterly, Journal of Institutional Economics, Journal of International Business, Journal of Management, Journal of World Business, Journal of Management Studies, Industrial and Corporate Change, Long Range Planning, Organization Science, Technology Studies, Research Policy, John Wiley, Pearson Publishing, Palgrave, Oxford University Press.

ACADEMIC SERVICE

NUS Primary Appointments

2016-2017	Deputy Dean, NUS Business School
2015-2016	Head, Department of Strategy & Policy
2008-2011	Deputy Dean, School of Business
2008	Interim Dean NUS Business School
2006-2009	Chairman, Mochtar Riady Building Committee
2006-2007	Vice-Dean, NUS Business School
2005	Chairman, NUS Strategy Review Secretariat
2004	Chairman, Director Search Committee, Institute of South Asian Studies
2003-2004	Head, Department of Business Policy
2000-2002	Head, Department of Management and Organization Member, Faculty Executive Committee, 2000-2002
1998-1999	Deputy Director, Graduate School of Business
1996-1998	Vice-Dean, Faculty of Business Administration
1995-1996	Sub-Dean, Faculty of Business Administration
1994-1996	Deputy Director, Centre for Management of Technology

NUS (Other Service)

2023	Member, University Promotions and Tenure Committee Member, Board of Directors, Centre for Governance and Sustainability Member, NUS Nominating Committee for Honorary Doctorates and Emeritus Professors Member, BIZ Building Committee
2022	Chair, IT Review Committee, NUS Business School Member, University Promotions and Tenure Committee Member, Board of Directors, Centre for Governance and Sustainability Member, NUS Nominating Committee for Honorary Doctorates and Emeritus Professors Member, BIZ Building Committee
2021	Chair, Faculty Promotion and Tenure Committee Member, Board of Directors, Centre for Governance and Sustainability Member, NUS Nominating Committee for Honorary Doctorates and Emeritus Professors Member, BIZ Building Committee
2020	Chair, Faculty Promotion and Tenure Committee Member, NUS Nominating Committee for Honorary Doctorates and Emeritus Professors Member, School Evaluation Committees Member, Board of Directors, Centre for Governance, Institutions and Organizations Member, BIZ Building Committee (HONE, Executive Residence) Member, Research Centre Review committee
2019	Chair, Faculty Promotion and Tenure Committee Member, School Evaluation Committee Member, Board of Directors, Centre for Governance, Institutions and Organizations Member, Executive Education Advisory Board, NUS Business School
2018	Chair, Faculty Promotion and Tenure Committee Member, Department and School Evaluation Committees Member, Board of Directors, Centre for Governance, Institutions and Organizations Member, Executive Education Advisory Board, NUS Business School
2017	Chair, Department Evaluation Committee Chair, EMBA Review Committee Member, Department and School Evaluation Committees Member, Board of Directors, Centre for Governance, Institutions and Organizations Member, Executive Education Advisory Board, NUS Business School

- 2016 Chairman, BBA Programme Review Committee
Chairman and member, Department Evaluation Committees.
Member, Board of Directors, Centre for Governance, Institutions and Organizations
Member, Executive Education Advisory Board, NUS Business School
- 2015 Member, Board of Directors, Centre for Governance, Institutions and Organizations
Member, Executive Education Advisory Board, NUS Business School
Member, School PR Agency selection committee
- 2014 Board of Directors, Centre for Governance, Institutions and Organizations
University Teaching Evaluation Committee
Faculty Promotions and Tenure Committee
Member, Executive Education Advisory Board, NUS Business School
Member, Department Evaluation Committee, School of Design and the Environment
Chair and Member, Department Mid-term Review Committees
Department Evaluation Committee
Department Search Committee
Department Research Strategy Committee
Teaching Excellence Council
- 2013 Board of Directors, Centre for Governance, Institutions and Organizations
Executive Education Advisory Board
University Teaching Evaluation Committee
Faculty Promotions and Tenure Committee
Member, Department Evaluation Committee, School of Design and the Environment
Department Evaluation Committees
Department Search Committee
Teaching Excellence Council
- 2012 Board of Directors, Centre for Governance, Institutions and Organizations
Fellow, Teaching Academy, National University of Singapore
Member, Department Evaluation Committee, School of Design and the Environment
Department Evaluation Committees
Department Search Committee
- 2011 Fellow, Teaching Academy, National University of Singapore
- 2010 Fellow, Teaching Academy, National University of Singapore
- 2009 Chairman, EQUIS Accreditation Steering Committee, NUS Business School
- 2009 Fellow, Teaching Academy, National University of Singapore
- 2008 University Teaching Evaluation Committee
- 2007 Management Board, Asian Research Institute
Department Evaluation Committees
- 2006 Faculty Promotions and Tenure Committee
Management Board, Asian Research Institute
Department Evaluation Committees
Department Search Committee
- 2005 Chairman, Office of Executive Education Committee
Chairman, School Building Committee
Faculty Promotions and Tenure Committee
Management Board, Asian Research Institute
Department Evaluation Committees
Department Search Committee
- 2004 Chairman, School Building Committee
Chairman, Office of Executive Education Committee
Faculty Promotions and Tenure Committee
Management Board, Asian Research Institute
- 2003 Management Board, Asian Research Institute
Chairman, Asia Pacific Executive MBA review committee
Academic Council, Office of Executive Education
- 2002 Faculty Promotions and Tenure Committee
Management Board, Asian Research Institute

- Academic Council, Office of Executive Education
- MBA Curriculum review committee.
- Department Evaluation Committees
- Department Search Committee
- 1999 Chairman, BBA Curriculum Review Committee
- 1996 Logistics Management Study Award Committee
- 1995 BBA Curriculum review committee
- Chairman, Strategy Modules Review Committee
- Scholarships and Bursary Committee
- 1994 Scholarships and Bursary Committee

PROFESSIONAL SERVICE

- 2023 Member, International Academic Advisory Board, Baltic Management Institute
- Member, International Academic Advisory Board, Baltic Management Institute
- 2021 Director, Research in Strategic Management grant programme, Strategic Management Society
- Member, International Academic Advisory Board, Baltic Management Institute
- Member, DRUID Scientific Advisory Committee
- 2020 Director, Research in Strategic Management grant programme, Strategic Management Society
- Member, International Academic Advisory Board, Baltic Management Institute
- Member, DRUID Scientific Advisory Committee
- 2019 Director, Research in Strategic Management grant programme, Strategic Management Society
- Member, International Academic Advisory Board, Baltic Management Institute
- Member, DRUID Scientific Advisory Committee
- Chair (twice), EPAS Accreditation Review Teams, EFMD
- 2018 Chair, EPAS Accreditation Review Teams, EFMD
- Member, DRUID Scientific Advisory Committee
- 2017 Member, EPAS Accreditation Review Teams, EFMD
- Member, DRUID Scientific Advisory Committee
- 2016 Member (twice), EPAS Accreditation Review Teams, EFMD
- Member, DRUID Scientific Advisory Committee
- 2015 Member, EPAS Accreditation Review Teams, EFMD
- 2014 Member, DRUID Scientific Advisory Committee
- 2014 Member, EPAS Accreditation Review Teams, EFMD
- 2013 Chairman, Visiting Committee, Management Department, Chinese University of Hong Kong
- 2012 Member, International Advisory Board, NHH Norwegian School of Economics (till 2017)
- 2012 Member, EPAS Accreditation Review Teams, EFMD
- 2012 External examiner, Baltic Management Institute, Lithuania
- 2011 Executive Committee Member, The Case Centre (till 2016)
- 2010 Member, EFMD Programme Accreditation System (EPAS) committee (till 2015)
- 2008 Board Member, Graduate Business Forum (till 2013)
- 2001 Singapore representative, Business Policy and Strategy division, Academy of Management
- 1998 Board of Governors, Asia Academy of Management (till 2010)
- Member, Executive Committee, Asian Forum on Business Education (till 2001)
- 1996 Academic Advisor for Management and Economics, Open University Degree Programmes, Singapore (till 2000)
- 1995 Pacific representative, Business Policy and Strategy division, Academy of Management (till 1997)

CONFERENCE ORGANIZATION

- 2016 Member, Organizing Committee, DRUID-Asia, Singapore
- 2008 Member, Advisory Board, American Creativity Association, Singapore Meetings
- 2002 Chairman, Organizing Committee, Corporate Crisis and Turnaround in Asia, Bangkok, Thailand
- 1999 Member, Organizing Committee, Asian Forum on Business Education
- 1998 Co-Chairman, Organizing Committee, Conference on Knowledge Creation Management in Asia, NUS
- Member, Organizing Committee, Asian Academy of Management

Member, Organizing Committee, Asian Forum on Business Education
1997 Co-Chairman, Organizing Committee, Conference on the Asian MNC, NUS
Chairman, Organizing Committee, Conference on Government Business Relations in Asia, NUS

EXECUTIVE EDUCATION AND CONSULTANCY

Selected list of executive education or consultancy clients:

Al-Rajhi Bank, Astra, BPCL, Bank of Baroda, DaimlerChrysler, Deutsche Bank, Essar, GE, GlaxoWellcome, Johnson and Johnson, Manulife, Maruti Suzuki, Mizuho Bank, Nestle, NUHS, Panasonic, PTT, PWC, Telenor, Toshiba, Vodafone and Volvo.

Invited to teach in executive programmes run by:

Cambridge University, Helsinki School of Economics, Indian School of Business, London Business School, Oxford University, Stockholm School of Economics, University of Toronto.

Director for NUS executive education programmes:

Toshiba Asia Management Development Course, 2021-2022
Panasonic Global Leadership Programme, 2016 -2023
Nippon Paints (SEA), 2015
Panasonic PEDP1, 2012
GE India, 2011
Telenor Programme, 2003-2004
Ministry of Trade and Industry Program, 2002
Strategic Management Program, 1996-2000
Panasonic Executive Management Seminar, 2005-2007
Strategic Negotiations Program, 2006
Nestle Leadership Program, 2006-2007
DaimlerChrysler Program, 2007

PUBLIC SERVICE

Member, Committee for Sikh Studies Professorship, 2020-2023

Member, Tertiary Institutions Advisory, ACE, Singapore Sikh Advisory Board, 2002

Member, Supervisory Board, Management Development and Services Organisation, Ministry of Defence, 1996-2001

Member, Parent Support Group, ACS Independent, 1999-2000

Member, Board of Visitors, Children and Young Peoples' Homes, Ministry of Community Development, 1997-1999

Member, Board of Visitors, Welfare Homes, Ministry of Community Development, 1995-1997

Member, Governing Council, Singapore Institute of Management, 1996

Singapore Armed Forces, NSF service. Last appointment: Brigade Staff Officer, 2003-2006.