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Education

PhD, University of Western Australia, Australia, 2005

Master of Business Administration, University of Western Australia, Australia, 1999

Bachelor of Science, National University of Singapore, Singapore, 1995

Academic Appointments

Associate Professor of Information Systems (Practice), School of Computing and Information Systems, SMU, Jul 2020 - Present

Co-investigator, Centre for Social Development Asia, Department of Social Work, Faculty of Arts and Social Sciences, National University of Singapore, Singapore, Apr 2016 - Dec 2017

Principal Lecturer & Consultant, Smart Health Leadership Centre, Institute of Systems Science, National University of Singapore, Singapore, Sep 2015 - May 2020

Adjunct Research Fellow, UWA Business School, University of Western Australia, Singapore, Nov 2006 - Nov 2012

Academic Administrative Positions

Director, MITB (Digital Transformation) Programme, SCIS PG by Course Work, SMU, Jul 2021 - Jun 2024

Other Positions and Affiliations

Head of Corporate Affairs, HR Consultant and Senior Manager, NTUC Social Enterprises, Singapore, Mar 2012 - Aug 2015

Senior Manager, Fraser and Neave, Singapore, Feb 2007 - Mar 2012

Deputy Director, Singtel, Singapore, Aug 2006 - Jan 2007

Managing Consultant, Atos Origin, Singapore, Mar 2003 - Aug 2006

Senior Consultant, Singapore Computer Systems, Singapore, Dec 1999 - Feb 2003

Reengineering Specialist, National Computer Board, Singapore, Sep 1999 - Nov 1999

Executive, Singapore Press Holdings, Singapore, Jul 1997 - Aug 1999

Management Services Officer, Ministry of Defence, Singapore, Nov 1995 - Jun 1997

Awards and Honors

Outstanding Reviewer Award, Development and Learning in Organizations, 2024, 2015

Outstanding Reviewer Award, The Learning Organization, 2017

Professional Memberships

Member, Academy of Management, 2022 - 2024

Member, Association for Computing Machinery, 2022 - 2024

Member, Association for Information Systems, 2022 - 2024

RESEARCH

Publications

Journal Articles [Refereed]

Digital transformation and the future of work: Closing the digital skills gap, by HOE, Siu Loon. (2025). *Development and Learning in Organizations*, <https://doi.org/10.1108/DLO-06-2024-0167> (Published)

From a learning to a smart nation: The rise of the digitalization megatrend and Singapore's development, by HOE Siu Loon. (2025). *Journal of Electronic Business & Digital Economics*, 1-15. <https://doi.org/10.1108/JEBDE-05-2024-0013> (Published)

Digital health in Southeast Asia: Startups and digital technology applications, by HOE, Siu Loon. (2022). *Asian Journal of Innovation and Policy*, 11 (2), 183-201. <https://doi.org/10.7545/ajip.2022.11.2.183> (Published)

Using role play to develop an empathetic mindset in executive education, by HOE, Siu Loon; GREULICH-SMITH, Tamsin. (2022). *Industrial and Commercial Training*, 54 (1), 145-151. <https://doi.org/10.1108/ICT-03-2021-0020> (Published)

Digitalization in practice: The fifth discipline advantage, by HOE, Siu Loon. (2019). *Learning Organization*, 27(1), 54-64. <https://doi.org/10.1108/TLO-09-2019-0137> (Published)

Building a smart nation: Singapore's digital journey, by HOE, Siu Loon. (2018). *Asian Research Policy*, 9 (1), 86-95. (Published)

What makes a competent change manager? The importance of developing the “right” attitudes, by HOE, Siu Loon. (2017). *Development and Learning in Organizations*, 31 (5), 14-16. <http://doi.org/10.1108/DLO-01-2017-0002> (Published)

Thinking about how to think: Cognitive skills to stay relevant in a digital economy, by HOE, Siu Loon. (2017). *Human Resource Management International Digest*, 25 (5), 1-3. <http://doi.org/10.1108/HRMID-02-2017-0040> (Published)

Funding challenges of voluntary welfare organizations in Singapore's disability sector, by SIM, Isabel Joolay; LOH, Alfred Lye Chye; HOE, Siu Loon. (2017). *International Journal of Healthcare Management*, 10 (2), 107-114. <https://doi.org/10.1080/20479700.2016.1268327> (Published)

Defining a smart nation: The case of Singapore, by HOE, Siu Loon. (2016). *Journal of Information, Communication and Ethics in Society*, 14 (4), 323-333. <https://doi.org/10.1108/JICES-02-2016-0005> (Published)

Measuring an organization's innovation climate: A case study from Singapore, by HOE, Siu Loon. (2011).

Development and Learning in Organizations, 25 (6), 13-15. <https://doi.org/10.1108/14777281111173342> (Published)

Action learning: Reflections of a first-time coach, by HOE, Siu Loon. (2011). *Development and Learning in Organizations*, 25 (3), 12-14. <http://doi.org/10.1108/14777281111125345> (Published)

Structural and informal knowledge acquisition and dissemination in organizational learning: An exploratory analysis, by HOE, Siu Loon. (2010). *Learning Organization*, 17 (4), 364-386. <http://doi.org/10.1108/09696471011043117> (Published)

Differentiating knowledge processes in organizational learning: A case of "two solitudes", by HOE, Siu Loon; MCSHANE, Steven. (2010). *International Journal of Organization Theory and Behavior*, 13 (2), 149-168. <https://doi.org/10.1108/IJOTB-13-02-2010-B001> (Published)

Transforming finance for the future, by HOE, Siu Loon. (2009). *Journal of Organisational Transformation and Social Change*, 6 (1), 65-77. https://doi.org/10.1386/jots.6.1.65_1 (Published)

Issues and procedures in adopting structural equation modelling technique, by HOE, Siu Loon. (2008). *Journal of Applied Quantitative Methods*, 3 (1), 76-83. (Published)

Benefiting from customer and competitor knowledge: A market-based approach to organizational learning, by HOE, Siu Loon. (2008). *Learning Organization*, 15 (3), 240-250. <https://doi.org/10.1108/09696470810868864> (Published)

Perceptions becoming reality: Bridging the market knowledge gap, by HOE, Siu Loon. (2008). *Development and Learning in Organizations*, 22 (2), 18-19. <https://doi.org/10.1108/14777280810850697> (Published)

Shared vision: A development tool for organizational learning, by HOE, Siu Loon. (2007). *Development and Learning in Organizations*, 21 (4), 12-13. <https://doi.org/10.1108/14777280710758817> (Published)

Is interpersonal trust a necessary condition for organisational learning?, by HOE, Siu Loon. (2007). *Journal of Organisational Transformation and Social Change*, 4 (2), 149-156. https://doi.org/10.1386/jots.4.2.149_1 (Published)

Organisational learning: Conceptual links to individual learning, learning organisation and knowledge management, by HOE, Siu Loon. (2007). *Journal of Information and Knowledge Management*, 6 (3), 211-217. (Published)

The boundary spanner's role in organizational learning: Unleashing untapped potential, by HOE, Siu Loon. (2006). *Development and Learning in Organizations*, 20 (5), 9-11. <https://doi.org/10.1108/14777280610687989> (Published)

Tacit knowledge, Nonaka and Takeuchi SECI model and informal knowledge processes, by HOE, Siu Loon. (2006). *International Journal of Organization Theory and Behavior*, 9 (4), 490-502. <https://doi.org/10.1108/IJOTB-09-04-2006-B002> (Published)

Leadership antecedents of informal knowledge acquisition and dissemination, by HOE, Siu Loon; MCSHANE, Steven. (2002). *International Journal of Organisational Behaviour*, 5 (10), 282-291. (Published)

Books (Refereed)

Digital transformation: Strategy, execution, and technology by HOE, Siu Loon. (2023). Boca Raton, FL: CRC Press. <https://doi.org/10.1201/9781003311393> (Published)

Book Chapters

The topicality of the learning organization: Is the concept still relevant today?, by HOE, Siu Loon. (2019). In Anders Ragnar Ortenblad (Ed.), *The Oxford Handbook of the Learning Organization* (pp. 19-32) <https://doi.org/10.1093/oxfordhb/9780198832355.013.2> (Published)

Monographs

Staffwork: The essentials by HOE, Siu Loon. (1997). Singapore: SAF Printing Centre. (Published)

Book Reviews

Information Technology and Organizational Learning: Managing Behavioral Change in the Digital Age by Arthur Langer, by HOE, Siu Loon. (2021). *Learning Organization*, 28 (6), 569-571
<https://doi.org/10.1108/TLO-09-2021-275> (Published)

Organisational knowledge systems: An action-oriented perspective on organisation and information systems, by HOE, Siu Loon. (2005). *Journal of Strategic Information Systems*, 14 (1), 87-89 (Published)

Strategic management: Formulation, implementation and control in a dynamic environment, by HOE, Siu Loon. (2005). *Journal of Australian and New Zealand Academy of Management*, 11 (2), 74-75 (Published)

Leading and managing people in the dynamic organisation, by HOE, Siu Loon. (2004). *International Journal of Organisational Analysis*, 12 (2), 223-225 (Published)

Organisational behaviour: The state of the science, by HOE, Siu Loon. (2004). *International Journal of Organizational Analysis*, 12 (2), 221-222 (Published)

The NLP coach: A comprehensive guide to personal well-being and professional success, by HOE, Siu Loon. (2003). *Leadership and Organization Development Journal*, 24 (1), 109- (Published)

Management knowledge: A critical view, by HOE, Siu Loon. (2003). *Leadership and Organization Development Journal*, 24 (7), 421-422 (Published)

Understanding organisational culture, by HOE, Siu Loon. (2003). *Leadership and Organization Development Journal*, 24 (1), 110- (Published)

The theory and practice of change management, by HOE, Siu Loon. (2003). *Leadership and Organization Development Journal*, 24 (1), 54- (Published)

Creative management, by HOE, Siu Loon. (2002). *Leadership and Organization Development Journal*, 23 (7), 408- <https://doi.org/10.1108/lodj.2002.23.7.408.1> (Published)

Doing critical management research, by HOE, Siu Loon. (2002). *Leadership and Organization Development Journal*, 23 (2), 104-106 <https://doi.org/10.1108/lodj.2002.23.2.104.1> (Published)

Coordination theory and collaboration technology, by HOE, Siu Loon. (2001). *International Journal of Organizational Analysis*, 9 (2), 216-218 (Published)

Weaving complexity and business: Engaging the soul at work, by HOE, Siu Loon. (2001). *Leadership and Organization Development Journal*, 22 (5), 303- (Published)

Managing change with business process simulation by David M. Profozich, by HOE, Siu Loon. (1999). *The Journal of Consumer Affairs*, 33 (1), 215-217 <https://doi.org/10.1111/j.1745-6606.1999.tb00767.x> (Published)

Conference Proceedings

ExploreLah: Personalised and smart trip planner for mobile tourism, by GUNAWAN, Aldy; HOE, Siu Loon; LIM, Xun Yi; TRAN, Linh Chi; NGUYEN, Dang Viet Anh. (2023.0). *2023 IEEE International Conference on Industrial Engineering and Engineering Management (IEEM) : Singapore, December 18-21: Proceedings*, (pp. 1-5) Piscataway, NJ: IEEE. <https://doi.org/10.1109/IEEM58616.2023.10406555> (Published)

Differentiating knowledge processes in organizational learning: A case of 'two solitudes', by HOE, Siu Loon; MCSHANE, Steven. (2007.0). *21st ANZAM Conference, Knowledge Management and Intellectual Capital Stream*, Sydney, Australia: ANZAM.
https://www.anzam.org/wp-content/uploads/pdf-manager/1930_MCSHANESTEVEN_225.PDF (Published)

Toward a model of structural and informal knowledge acquisition and dissemination, by HOE, Siu Loon; MCSHANE, Steven. (2007.0). *Proceedings of the Annual Conference of Administrative Sciences Association of Canada, 2007, Organisational Theory Division*, (pp. 53-67) Ottawa, Canada: Administrative Sciences Association of Canada. (Published)

Conference Papers

The strategic advantage of ethical AI adoption: Insights for leaders in a digital era, by CHOKSHI Seema;

HOE, Siu Loon. (2024.0). *India Strategy Conference 2024 on Strategizing in an AI Dominated World, Ahmedabad, India, December 15-18, Ahmedabad.* (Presented)

Digital health in ASEAN: The changing landscape in healthcare, by HOE, Siu Loon. (2020.0). *Consultative Forum on Investment in the Healthcare Industry in ASEAN organised by UNCTAD and the ASEAN Secretariat, Bangkok, Thailand.* (Presented)

Leadership antecedents of informal knowledge acquisition and dissemination, by HOE, Siu Loon; MCSHANE, Steven. (2002.0). *Leadership in the 21st Century: An Alternative Approach Conference, Australia.* (Published)

Other Outputs and Contributions

Reports

An overview of charity governance in Singapore by SIM, Isabel Joolay; LOH, Alfred Lye Chye; TAY, Lilian; HOE, Siu Loon. (2017). (Published)

Disclosure of board and management matters: An exploratory study on charity governance in Singapore based on institutions of a public character from health and, social and welfare sectors by SIM, Isabel Joolay; HOE, Siu Loon. (2017). (Published)

Exploratory studies on fundraising practices based on Singapore's institutions of a public character in the health, social and welfare sectors by SIM, Isabel Joolay; MENON, Usha; LOH, Alfred Lye Chye; HOE, Siu Loon. (2016). (Published)

TEACHING

Teaching Areas

Information Systems and Innovation

Courses Taught

Singapore Management University

Undergraduate Programmes :

- Information Systems and Innovation
- IS/SMT/C&L Project Experience (Applications)
- IS/SMT/C&L Project Experience (Research)

Postgraduate Professional Programmes :

- Digitalisation and Process Innovation
- Digital Organization and Change Management
- Digital Transformation Strategy
- Experimental Learning and Design Thinking

Postgraduate Research Programmes :
Empirical Research Project I

Teaching Publications

Cases

VITAL: A Singapore public agency transforming from within for revitalization, efficiency, and future-readiness, by HOE, Siu Loon; LIM, Thomas. (2024). SMU-23-0033. <https://cmp.smu.edu.sg/case/6036> (Published)

Infosys Helix: An AI-driven, cloud-based platform to transform the healthcare ecosystem, by HOE, Siu Loon; RAO-KACHROO, Mahima. (2024). SMU-23-0028. <https://cmp.smu.edu.sg/case/6006> (Published)

Bus Uncle chatbot: Creating a successful digital business (D), by WONG, Yuet Nan; HOE, Siu Loon; ANG, Jovina. (2021). SMU-21-0004D. <https://cmp.smu.edu.sg/case/4886> (Published)

Bus Uncle chatbot: Creating a successful digital business (C), by WONG, Yuet Nan; HOE, Siu Loon; ANG, Jovina. (2021). SMU-21-0004C. <https://cmp.smu.edu.sg/case/4886> (Published)

Bus Uncle chatbot: Creating a successful digital business (B), by WONG, Yuet Nan; HOE, Siu Loon; ANG, Jovina. (2021). SMU-21-0004B. <https://cmp.smu.edu.sg/case/4886> (Published)

Bus Uncle chatbot: Creating a successful digital business (A), by WONG, Yuet Nan; HOE, Siu Loon; ANG, Jovina. (2021). SMU-21-0004A. <https://cmp.smu.edu.sg/case/4886> (Published)

Teaching Notes

VITAL: A Singapore public agency transforming from within for revitalization, efficiency, and future-readiness, by HOE, Siu Loon; LIM, Thomas. (2024). SMU-23-0033TN. <https://cmp.smu.edu.sg/case/6036> (Published)

Infosys Helix: An AI-driven, cloud-based platform to transform the healthcare ecosystem, by HOE, Siu Loon; RAO-KACHROO, Mahima. (2024). SMU-23-0028. <https://cmp.smu.edu.sg/case/6006> (Published)

Bus Uncle chatbot – Creating a successful digital business, by WONG, Yuet Nan; HOE, Siu Loon; ANG, Jovina. (2021). SMU-21-0004TN. <https://cmp.smu.edu.sg/case/4886> (Published)

UNIVERSITY SERVICE

Singapore Management University

Committee Chair, School Evaluation Committee, Apr 2024 - Jun 2024

Committee Chair, School Evaluation Committee, Aug 2022 - Nov 2022

Committee Member, School Evaluation Committee, May 2022 - Jul 2022

Committee Member, School Evaluation Committee, Apr 2022 - Jun 2022

Committee Member, Reading Evaluation Committee, Apr 2022 - Jun 2022

Committee Member, Reading Evaluation Committee, Aug 2021 - Nov 2021

EXTERNAL SERVICE – PROFESSIONAL

Associate Editor, The Learning Organization, 2015 - 2021

Editorial Review Board Member, Journal of Information and Knowledge Management, 2015 - Present

Editorial Review Board Member, Development and Learning in Organizations, 2008 - Present

EXTERNAL SERVICE – PUBLIC SECTOR AND COMMUNITY SERVICE

Member, Advisory Panel, VITAL (Ministry of Finance), 2022 - Present