



Congratulations to 2015 Doctor of Business Administration (DBA) Graduates



As one of the most prestigious and recognised Doctor of Business Administration (DBA) programmes in the world, the DBA programme offered by the College of Business at the City University of Hong Kong (CityU) is designed for senior executives who are eager to engage in rigorous business research with practical and societal impacts. We focus on the quality of both research output as well as the research process with a one-on-one personal attention.

We are proud to recognize the following participants and graduates of our programme for generating high quality research with contributions to the society and knowledge. Congratulations!
DBA Programme, College of Business, City University of Hong Kong

The winner of DBA Graduation with Distinction Awards



Dr CHAN Chun Kwong
Chief Information Officer International & Head of Retail Banking and Wealth Management IT Asia Pacific
HSBC Operations, Services and Technology

Thesis title: The Delivery of Financial Consultation Services to Premier Customers - An Empirical Study on Interactive eChannel

Thesis summary: This research aims to understand the factors influencing the adoption of electronic channels by customers. It focuses on channel choices, primarily through convenience, trust and efficacy of information acquisition pertaining to a channel, and the customer-relationship manager. It shows that cognitive capital between customers and the relationship manager weakens the relationship between perceived efficacy of information acquisition and the customer's adoption of interactive e-channel, but relational capital does not strengthen the relationship between convenience or trust and the customer's adoption.

DBA learning journey sharing

"The DBA learning journey was a very rewarding experience. It tested one's perseverance in search of research questions on the way to establish the contributions of the research. The emphasis on quality and academic rigor has always been an important guiding principle during the journey. It encouraged me to adhere to a high academic standard to achieve sound conclusions. Having left the academic field for so many years, and being so used to finishing projects within deadlines in a busy business world, I felt the DBA journey in search of educated knowledge was most refreshing in all my good memories."



Dr CHENG Fu Ling Francis
Director
Luxbetter Technology (International) Limited

Thesis title: Firm Survival and Success in Environmental Jolts: A Resilience Perspective and Evidence from Hong Kong Manufacturing Firms

Thesis summary: The risk of unanticipated and potentially detrimental environmental jolts requires firms to be resilient. This study investigates the impact of resilience capacity on firm performance over a 3-year period following the 2008 global financial crisis. Using the data gathered from 207 manufacturing enterprises in Hong Kong, the study confirms that resilience is an important concept for surviving environmental jolts. Specifically, resilience facilitates survival and adaptation through adversity orientation and through access to critical resources from supportive networks and relationships.

DBA learning journey sharing

"When I embarked on my DBA study, I thought it was a long but straightforward journey. It turned out to be a very different story. Fortunately, I am able to meet the challenges because CityU has provided a friendly learning environment, which allows me to access to the necessary learning resources and to interact with mentors, learning partners, and other PhD students. High industry reputation of CityU ensures receiving sufficient data responses during the qualitative phase of my research. The DBA study needs flexibility, persistence, and a little bit of luck. No doubt it is a very rewarding learning journey!"

The winner of DBA Graduation with Distinction Awards



Dr HUI Siu Fu Andrew
General Manager of Greater China
ALK Abello (a global pharmaceutical company established in 1923 that focuses on prevention, diagnosis and treatment of allergies)

Thesis title: Effects of Initial Trust in Doctor, Country of Origin, Price Sensitivity and Word-of-mouth on Medication Buying Intention of Chronic Disease Patients in China

Thesis summary: The objective of my research is to study the main and interactive effects of initial trust in doctor (ITID), country of origin (COO), word of mouth (WOM) and price sensitivity of medication – on medication buying intention of chronic disease patients in China. The research supported the hypothesized positive effect of ITID and the major sequential effects of ITID and COO as the most influential marketing factor in altering the medication purchase intention of chronic disease patients in China.

DBA learning journey sharing

"The finishing of the 4-year DBA training at City University of Hong Kong is a milestone of my lifetime. The programme inspired my research curiosity that I had never experienced before. It was not only challenging but also surprisingly rewarding. My DBA research findings have attributed to my academic recognitions. The society and the pharmaceutical industry have acknowledged the importance of doctor-patient relationship and patient management in Mainland China. Some practical suggestions from my research have been adopted in business projects and helped healthcare service providers to understand the formation of trust between doctors and patients and how to build up trustworthy doctor-patient relationship."



Dr Mayank KAUL
Head, Asia Pacific and Japan, Real Estate Risk Management, Institutional Clients Group
Citibank N.A

Thesis title: Key determinants of debt decisions of Asia Pacific REITs with a focus on Sponsors and the impact of the financial crisis: Evidence from Japan, Singapore, and Australia

Thesis summary: I analyzed debt financing decisions of Asian REITs to see if presence of a sponsor had any influence. My findings suggest that Asian REITs with sponsors have much higher levels of leverage and longer maturity debt than non-sponsored REITs, but are able to better manage the negative impact of higher leverage and longer maturity. I also found that compared to non-sponsored REITs, sponsored REITs were more proactive in reducing leverage post the global financial crisis.

DBA learning journey sharing

"The "spiral" learning approach keeps learning partners on track towards the end goal of producing a thesis. The two residential workshops are well timed to provide a broad framework (first workshop) and a pit-stop to take stock of the progress (second workshop). In my journey full of challenges, the CityU team was very helpful and recognized my needs as a working professional which were different from full time students. Now I bring a unique perspective to solve real world problems, by combining the structure and rigor of academic research with the practical knowledge and experience of my profession."



Dr KWAN Wai San Titania
Consulting Director
Engage Digital Consulting Group

Thesis title: The Contribution of Customer Knowledge to Innovation and Organizational Performance: A Dynamic Capabilities Perspective

Thesis summary: Customer knowledge helps organizations optimize resource utilization to address customer needs and wants to increase customer value. As one of the most valuable assets, customer knowledge itself is not sufficient for organizations to achieve this objective because it only has meanings in the context of a process or capability to act. This thesis examines the underlying mechanism of converting customer knowledge into organizational outcomes (i.e. firm performance regarding monetary outcome and customer equity) through innovation from a dynamic capability perspective.

DBA learning journey sharing

"People pursue higher education for various reasons. For me, DBA program is part of my lifelong learning journey and gave me an opportunity to integrate and consolidate what I learnt from books and I experienced in practice, with the excellent support of university resources. At the same time, this also lets me fulfill my childhood dream – "got a doctoral degree". After finishing my DBA journey, I could tell you that it was not just a dream come true. As a matter of fact, it directed me to the paths of searching the answer for my personal interest -- knowledge valuation."



Dr LEE Bo Luen Dora
Lecturer
Department of Business Administration
Hong Kong Institute of Vocational Education

Thesis title: A Study of Postgraduate Program Preference from Brand Experience Perspective

Thesis summary: Students' university brand preference differences may rest on not only the variances of tangible factors but also other intangible (branding) attributes. Years of study at the local universities, students interacted with each other to establish their unique university brand experience. My thesis have addressed whether this kind of university brand experience ("the antecedent") affects the students' preference on a particular university brand of postgraduate program ("the consequence"). The empirical findings lend a positive support to this effect.

DBA learning journey sharing

"Different professors introduced me to contemporary marketing principles and concepts during my MBA study at City University of Hong Kong. Built on that sense of affinity of a study environment established ten years ago, my DBA study became more rewarding. My DBA supervisor and Prof. Ozer provided priceless advices on both my research and career. My learning partners are also ready to share their truthful and illuminating views on relevant issues related to my project. They all supported me throughout this venture and encouraged me to strive towards my goal. With their constant help I finished my thesis confidently."

The winner of DBA Graduation with Distinction Awards



Dr LEUNG Hoi Wing Eric
Cluster Manager
Hong Kong Science & Technology Parks Corporation

Thesis title: The Influences of Industry Clustering, Social Capital and Knowledge Sharing on Technological Innovation Capability of Small Medium Technology Enterprises in Hong Kong Science Park

Thesis summary: Drawing on a knowledge-based view in addition to social capital and absorptive capacity theories, this study develops a research model to investigate how industry clusters influence SMEs' technological innovation capability. In particular, it proposes that industry clusters have an indirect influence on that capability through social capital and inter-firm knowledge sharing. Furthermore, it shows that the relationship between knowledge sharing and an SME's technological innovation capability is moderated by the SME's absorptive capacity.

DBA learning journey sharing

"Finishing the DBA study has been one of the most challenging milestones in my life. Before DBA, I was trained and used to be a problem solver in both my study and work. Until taking the DBA program, I have not realized that problem identification was actually far more important and difficult than problem solving. Incapable of identifying the problems, you will never be able to solve the true problems. I am also enlightened by CityU DBA's spiraling training methodology with both problem identification and problem solving entailing continuous challenges and refinements before you could arrive at your answer."



Dr NG Chi Kuen Ivan
Managing Director
Capstone Enterprises Ltd.

Thesis title: An Organizational Development Study of the Impact of Cultural Factors on the Implementation of the Six Sigma Methodology in Southern China

Thesis summary: The theoretical underpin of this study is the change process theory (Porras & Robertson (1987). It measures organizational culture factors by the Organizational Culture Profile model (O'Reilly III et al., 1991), and also explores into Chinese culture factors. The result of this mixed methods research will add knowledge to academic research, and will give relevant and real world reference of the position of Six Sigma as practitioners design or consider strategic and implementation plans for the Six Sigma methodology.

DBA learning journey sharing

"This study is a fulfillment of a passion for research in my early twenties. This extended journey of seven years tested my determination and perseverance to finish the course. In this period, the roles of my program directors and my supervisor were indispensable, as I seek to enter, walk through, and finish the course of research. Encouragement and supportive suggestions from family members and close friends had definite influence to my persisting will. Also, the learning partnership of cohorts helped me to carry on and continue to the end. I am grateful to them all."



Dr TANG Wing Kin Jacky
Managing Director
Synintel Institute Ltd.

Thesis title: Chinese Product Innovativeness: Decomposing Its Dimensions and Their Relation with New Product Performance

Thesis summary: Building from the firm's perspective, this research examines Chinese product innovativeness's dimensions relative to new product performance, and investigates the influences of product radicalness and the moderating effects of Chinese network ties "guanxi". A total of 178 Chinese technology firms participated in this study. The findings echo with western countries' studies which verify that new products fitting with marketing and technology competences tend to be successful. Contrarily, they indict the differential impacts of product radicalness. Furthermore, the results disrupt the previous research claims and challengingly foster the arguments on the capability function of management ties.

DBA learning journey sharing

"It is an unexpectedly-challenging journey in completing the doctorate thesis; however, the CityU DBA program, with insightful advice from the faculty, provides clear structure and guidance in supporting our research. That was why I had been enjoying the proposed research while starting to engage with it. As an experienced practitioner in consulting and executive training, I am impressed by the atmosphere of academic excellence at CityU and benefited from it. The program drives spiral learning that bridges my practical experience to management theories. And, it facilitates an inspirational platform for learning partners and professors to discuss and share in which the participants have possessed a wealth of expertise. We may thus learn from different perspectives."

