

CityU DBA
Doctor of Business Administration

Congratulations to 2017 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 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



Dr CHAN Kong Tat Ted
Founder and Owner,
N Dynamic Consultancy Limited and FieldEasy Limited

Thesis title: Age-related Differences at Work in China: Are there Generational or Career Stage Differences?

Abstract: The research study tests the relationship between the dependent variable organizational commitment and three independent age-related variables, namely, generations, career stages by age, and career stages by organizational tenure. Work values, which are supposed to be formed in the early life stage of a worker and are carried to the working environment, are taken as a moderating variable. Workers of different generations and career stages are found to be different in work values. However, organizational commitment is only related to the career stage by organizational tenure.

Learning journey sharing: In the study period, when people were enjoying their holidays and weekends, I was keeping myself in a study room and sit in front of a working desk for an hour and hour. I just kept on moving ahead step by step. When I moved forward and saw the destination, I knew that the day would finally come. In fact, focusing on a single topic and studying it intensely is fun.



Dr CHOW Yuk Man Beryl
Manager, Famous Foreign Bank

Thesis title: The Implication of External and Internal Factors on Bank Risk Taking - A Study of Hong Kong

Abstract: The thesis investigates what external and internal factors might influence risk appetites of licensed banks in Hong Kong. Evidently, cost-to-income ratio and tier 1 capital have positive correlation and negative correlation with bank risk taking respectively. Franchise value is negatively correlated with bank risk taking, which is consistent with previous findings. The study exhibits bank revenue is positively correlated with bank risk taking. These four variables are key determinants in affecting the stability of overall banking system in Hong Kong.

Learning journey sharing: I am very excited to share my joyful graduation after 4 years of very hard work in completion of Doctor of Business Administration in CityU. I realize that my success is largely attributable to a tremendous academic support from the University and my strong sense of engagement for taking the DBA program. To sum up, I acquired a lot of practical management knowledge via participating in various CEO forums, company visits, seminars, sharing sessions and so on.



Dr FONG Chi Wai Alex
Founder and Director, Tapping Point

Thesis title: Sustainability of Corporate Human Capital Competitiveness in a Hong Kong Family Business: A Two-platform, Three-component Model

Abstract: My research was prompted by the two most pressing challenges facing family businesses - as noted in PricewaterhouseCoopers 2016 Survey of Family Businesses - the need to continually innovate to keep ahead, and the ability to attract and retain the right talent. My research postulates that to meet these challenges, the happy-productive worker thesis can be reframed into a Two-platform, Three-component (2P3C) model featuring happiness at work as a strategic driver for building up family businesses as learning organizations staffed with committed and creative employees. To generate sustainability in human capital competitiveness, family businesses should examine interventions to strengthen employee positive affect about the company environment, as well as their work engagement in their task environment. Strengthening positive affect about the company environment can be achieved by improving employee perceptions of the self-others interaction.

Learning journey sharing: My DBA journey has trained me to become my company's internal consultant - blending practice with theory to create new knowledge to solve practical business problems. The experience and insights I have gained from the DBA training paved the foundation for me to continue a life time of learning as a practitioner-scholar. On the practitioners' front, I have founded a company to help enterprises use the 2P3C model to tap analytics for sustainability under the framework of happiness at work. On the scholars' front, I have set off on another journey as a PhD candidate in the Public Policy Department with a scholarship to research on sustainable happiness.



Dr LEUNG Kwok Kuen
Head of Infrastructure, HSBC

Thesis title: An Exploratory Study of the Roles of Internal Relationship Management (IRM) and its Value Contribution to the Information Technology Function within a Multinational Bank

Abstract: Information Technology (IT) is a large investment in the banking industry. A widely held belief was that IT was absolutely vital to a bank's survival and growth. The multinational bank harnessing IT on a global scale to support global operations presents management with problems that were more challenging than those domestic banks. To improve the effectiveness and efficiency of IT investment, past research suggested looking at the relationship management on the IT service supply chain. This research is to study what is the contribution of the internal relationship manager of the IT function to the IT service supply and how the IRM contributes to the achievement of the critical success factor of the multinational bank.

Learning journey sharing: The DBA learning journey was one of the most exciting experiences I have. The DBA programme equipped me with the academic research skill to resolve practical problem. The completion of my doctoral studies was certainly not an individual effort. The support of a number of individuals was essential. I would like to express my sincere thanks to the professors of CityU in inspiring me in the research journey and my family for their immense support all the way through my studies.



Dr LI Yuan
Senior Managing Director, Yunfeng Financial Group

Thesis title: A New Approach to Portfolio Construction and Fund Selection in Private Equity Investment

Abstract: Despite the proliferation of private equity in recent decades, there has been scarce research on private equity investment. Hence the study investigates the portfolio construction in the context of private equity and ultimately extends to the essential problem of fund selection. Leveraging the existing literature and practical exercises, we introduce a systematic fund selection framework based on AHP and Monte Carlo simulations. The proposed model is intelligent in a way that it effectively captures expertise and experience of financial experts. To a certain extent, the proposed framework resolves a realistic problem that practitioners have been encountered in the real investment world.

Learning journey sharing: During my DBA study, technology has been massively disrupting the financial services industry. After worked for traditional asset management company such Goldman Sachs and State Street, I joined a new Fintech platform and restarted my career to embrace the overwhelming trend. The DBA program equips me with the new skills to work in a Fintech approach and enables me harness new technology to provide better financial services. The research experience allows me to continue to explore the unknown in the real world. The study and work journey is full of excitement and challenges. And I am incredibly grateful for those who stood by to support me along the journey.



Dr OU Bo Michael
Business Director, Greater China, Diversey Co. Ltd.

Thesis title: Beyond the Horizon: The Role of Supplier's Downstream Marketing Capability and Technological Capability in Buyer Adoption of Innovations

Abstract: The purpose of this research is to explore the influence of supplier's downstream marketing capability (DMC) and technological capability (TC) on buyer's adoption intention of industrial innovations. The study investigates the moderating effects of buyer's characteristics and relationship characteristics in innovation diffusion. The findings support the proposition that both supplier DMC and TC contribute to buyer adoption intention. My research adopts a supply chain perspective to understand how supplier's innovation is diffused in the supply chain. This fills the void in the context of B2B supplier-buyer innovation diffusion. My research introduces the concept of DMC to supplier's innovation development process.

Learning journey sharing: Aiming to be a scholarly manager in my career, I decided to embark myself on a doctoral study to further improve my independent and critical thinking in solving a business problem. The decision was easier made, but what really matters was the later-on commitment, perseverance, and all the support from the entire faculty, especially my thesis supervisor. What I have gained from the DBA program has enlightened and will continue to enlighten my professional career path by mastering a pragmatic problem-solving method to solve a real-world business problem, which can only be realized through the proper rigor and well-trained methodology.

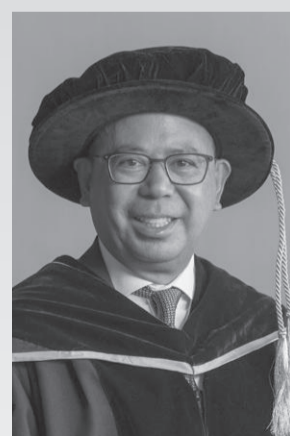


Dr WANG Guangli Julia
President, Peter F. Drucker Academy

Thesis title: A Decomposition Approach to Analyze the Development Ranking Score of Online Peer to Peer (P2P) Lending Platforms

Abstract: Online Peer-to-Peer (P2P) lending industry has significantly changed the way people lend and borrow money. However, without proper regulation, the wild growth of the P2P lending industry might hinder its long-term growth. In order to improve the current situation, I conducted an in-depth analysis of the development ranking score created by the most influential P2P lending portal - Wangdaizhijia (WDZJ). Based on the findings, recommendations can be formulated for WDZJ to improve the composition of the ranking score. Above all, this study provides a new perspective with better understanding of the development ranking score information for P2P lending industry stakeholders.

Learning journey sharing: I still remember clearly how excited I was when we first met the new cohorts in September 2013. Our learning partners had very diversified culture backgrounds and in-depth industrial experiences, making our class discussion full of thoughtful ideas and interesting debates. As busy executives, we have to deal with challenges of time constrains and life-work balance, therefore, a close tie with learning partners is precious; more importantly, the strong support from family members and supervisors are critical. I feel grateful that all of them are so supportive which turns my learning into such a meaningful journey.



Dr WIRAKUSUMAH Ridha
President and CEO, Bank Permata, Tbk.

Thesis title: Bank Management From Leadership and Management Perspective - Examining the Linkage Between Financial Performance of Private Equity Owned Banks in Indonesia and Their Operational Executions

Abstract: Inspired by events unfolding during Global Financial Crisis of 2008 and dramatic reactions from their stakeholders, the study identified the need to look into the topic of bank management from a leadership and management perspective. Using samples of banks acquired by private equity firms in Indonesia, the study applied mixed methodology research approach to understand the linkages between management actions and financial outcome of these particular banks during the observed period. The findings suggest that human capital angle of bank management played exceedingly important role in the outcome of bank venture. Additionally, there is a need to combine both quantitative and qualitative approaches while showing inadequate outcome to solely rely on either method.

Learning journey sharing: My study took much longer than most DBA students (8 years) as it was interrupted by job situations (one as CEO of a Bank and another as Director in Private Equity company) as well as lengthy data collections and analysis. Getting a DBA is one of the hardest undertakings I have ever done in my life. Countless solo nights at hotels, library and apartments were part of my routine for 8 years. Despite setbacks, my advisor confidence and support never wavered especially knowing that my study may help develop better understanding of a topic from different point of view.

