



Congratulations to 2018 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 recognise the following graduates of our programme for generating high quality research with contributions to the society and knowledge. Congratulations!



Thesis title: CLOUD Structure Adoption - Theoretical and Practical Analysis of the Adoption Rate of Cloud Computing : Technological, Organisational and Environmental Aspects

Abstract: This study is providing a deep research into the motivation of corporations to adopt Cloud structures. One main distinction is the theoretical AND the practical approach to the subject. Based on a mixed method approach it added to the dimension of technology, organisation and environment a second dimension or a second perspective. This study makes a significant contribution to the understanding of the decision making process on why to adopt Cloud Structures. It then supports the management on the aspects, which need to be considered in the planning of Cloud Structure adoptions.

Dr BENGLER Bernhard

Chief Operation Officer and Managing Director, MIVEG GmbH, Germany



Thesis title: It is All about Meaningful Work: An Interactionist Model of Cognitive Crafting

Abstract: Are you a hospital cleaner or a healer who contributes to your patient's recovery by eliminating germs and keeping your hospital sanitized? What meaning do you give to your job? Or do you have a meaningless job? I argue that people want to make sense of their work and company's management must facilitate employees' search for meaning, if they want their organisation to thrive in today's fast-changing economy. My research explores how employees cognitively craft their jobs and address individual and organisational antecedents which facilitate the process. Cognitive crafting is a bottom up job intervention to counter job disengagement.

Dr GAETA Matteo

Founder, Shine at Work



Thesis title: Investigating How Effective HRM Practices Impact Salesforce Commitment and Competence

Abstract: This study investigates how human resources management (HRM) practices create impact on sales employees' commitment and competence, especially in industrial technology-oriented companies. It also examines the relationship between an immediate sales manager and his/her subordinate, and how sales employees' perceptions of HRM practices moderate the implementation effectiveness of HRM practices aimed at developing their commitment and competence on the other. As no research has previously examined these areas, this study will bridge an academic gap by showing how a holistic perspective of HRM practices can significantly impact a sales organisation's performance through its sales employees' commitment and competence.

Dr LAM Yuen Bing Phiyon

Head of Human Resources, Asia Pacific, Festo AG & Co. KG



Thesis title: Perception, Behavior and Pricing Analysis for Luxury Watch and Jewelry Market in the Asia Pacific Region

Abstract: It is the common belief that luxury products are becoming more and more popular as people would look for goods and services for bettering their psychological and social wants once the basic physiological needs have been satisfied. The importance of traditional thought over the luxurious like price, usability, quality, uniqueness, prestige are included in the study. These together with the upcoming thought over the issues of genuineness and social responsibility for luxury product consumption would be analyzed to find out the true underlying perception of the consumers over the luxury product.

Dr LEE Kwun Ling May Jean

Chairman, Haut Charme Company Limited



Thesis title: A Study on Factors Affecting the Brand Equity of Primary Healthcare Service Companies in Hong Kong

Abstract: The objective of this research is to develop a patient-based brand equity model for primary care in Hong Kong by investigating how word of mouth, outlet structure and perceived service quality respectively affect brand image pertaining to primary care. In particular, this study aims to discover how the clinic-based culture moderates the relationships between brand image and brand equity if patients have a strong preference for visiting particular family doctors. This research adopts a concurrent triangulation strategy by conducting questionnaires, interviews and a case study to collect both quantitative and qualitative data.

Dr SAT Chui Wan Hedy

Executive Director and Chief Financial Officer, Human Health Holdings Limited



Thesis title: The Road to Omnichannel Success: The Effect of Technological, Organizational and Environmental Factors on the Intention to Adopt Omnichannel Retailing Strategy

Abstract: Over the last decade, technology and constant digitalization drastically changed consumer behavior, market development, and business-consumer interaction. One of the key developments is multi-channel strategy. Businesses are increasingly pressured to provide seamless experience across channels. Yet adoption is slow, despite benefits. This qualitative study, within China's Hypermarket, aims to understand contextual influences on omnichannel adoption via technology, organization, and environment (TOE) framework. The aim, to provide insights into companies embarking on omnichannel adoption, and concludes the following key factors affect adoption of omnichannel: (1) perceived benefits, (2) organizational readiness, (3) consumer habits and expectations, and (4) financial resources.

Dr XU Fei Frank

Merchandise and Marketing Director (East China), Carrefour China



Thesis title: Procurement Strategy for Fast Food Business

Abstract: In this thesis, based on a thorough analysis of the potential factors that are affecting the beef price, I have designed and implemented a machine learning based price forecasting model. Additionally, I have developed a refined procurement decision support tool, which runs on a weekly basis for suggestions on ordering plans for the present and succeeding weeks. Such a procurement framework and system shed light on the procurement of other food raw materials of fast food businesses as well.

Dr CHAN Shek Yiu Patrick

Chief Operating Officer, Yoshinoya Fast Food (HK) Limited and Maria Bakery Limited



Thesis title: The Study of the Relation Between RMB Internationalization and RMB Interbank Markets

Abstract: This thesis explores the causal relation between the movement of onshore and offshore RMB spot FX market, and its impact on the arbitrage opportunity in the offshore market. Importantly, it investigates the effects of a series of important events of RMB in aligning the onshore and offshore markets. The empirical evidence shows that these events have effectively made the two-segmented RMB markets becoming more interconnected. It also reveals that China's monetary authority could at better position to rein the arbitrage opportunity in its offshore RMB market through managing the difference of onshore and offshore RMB spot exchange rate.

Dr HUANG Hong

Deputy Chief Executive, Bank of China Hong Kong Limited



Thesis title: Autonomous Supply Chain Quality Management and Firm Performance: An Empirical Study on Print Media Industry in China

Abstract: This study aims to examine the relationship between an autonomous supply chain quality management system and the firm performance. A proposed end-to-end quality management model that is self-initiated, generating the collaboration across boundaries. The two long-standing situated practical difficulties the industry is facing was reviewed. The solid and proven research outcomes address the realistic challenges in the field while improving the firm performance significantly by ways of minimizing the costs of quality. This autonomous quality management solution can be applied to any other industries, particularly from the end-to-end supply chain color management and the quality culture perspectives.

Dr LAM Fuk Ming Anthony

Engineering and Product Integrity Manager, Asia Pacific, Hallmark Cards (Hong Kong) Limited



Thesis title: Service Insight for Retaining VIPs: A Study in China's Luxury Apparel Market

Abstract: This study is to find out the strategies that can be used to serve the VIP in the Chinese luxury apparel market through the identification of critical incidents in the mind of the customers. Several types of VIPs are identified: Local tycoons, wealth 2nd generation, ideologist and the philanthropist, plus those who concern more on the social responsibility instead of showing off to the celebrity circle, i.e. High-Lower. The study ends with some characteristics of various social status groups and the necessary wordings, themes and ideas that are needed to take into consideration when serving the extremely important customers.

Dr LI Chan Wing

Director, Li CW Consultant Limited



Thesis title: How to Achieve Incremental and Radical Innovation: The Role of Knowledge, Strategic Orientation and Dynamic Capabilities

Abstract: The thesis empirically investigates the impact of strategic orientation, market knowledge and technical knowledge on incremental innovation and radical innovation, which will impact on firm performance. The moderating effect of dynamic capabilities between strategic orientation, market knowledge, technical knowledge, incremental innovation and radical innovation are also included in this research. The findings have revealed that there is positive influence of innovation orientation & entrepreneurial orientation on different types of innovation and there is a positive impact of technical knowledge & market knowledge on different types of innovation. However, radical innovation requires a higher level of technical knowledge and market knowledge than incremental innovation.

Dr WONG Kwok Lun Alan

Director of Sales, UBM Asia Limited



Thesis title: Corporate Social Performance: The Effects of Ownership Concentration, Board Size and Chairman Age

Abstract: This thesis treats corporate social performance as an end in itself, rather than a means to achieve better financial performance. I integrate agency theory, resource dependence theory and stakeholder salience theory as the theoretical frameworks. The empirical analysis shows that corporate social performance is positively and significantly associated with board size, and that ownership concentration moderates the significant associations between corporate social performance and the Chairman's age. The board has both a monitoring function and a resource provision function, and the board's performance of these two functions is moderated by ownership concentration.

Dr YEUNG Mo Yin Paul

Technical Director, PKF Hong Kong Limited



Dr AU Wah Chung Joseph

General Manager, Systems Partner Company Limited

Thesis title: Towards a Better Understanding of Technology Acceptance in the Consumer Context: An Empirical Study of Proximity Mobile Payment Adoption in Hong Kong

Abstract: This research aims at identifying, enriching and evaluating the variables that affect proximity m-payment adoption with reference to the Hong Kong context. The theoretical framework proposed in this study is adapted from DOI, TAM, UTAUT, UTAUT2 and previous studies. On top of the commonly proposed variables, innovation transparency and regulation are also studied in this research. My findings suggest that compatibility is the most influential factor among the tested variables and regulation as a control variable is found to be statistically significant on trust only. Contributions, limitations, and future research suggestions are provided at the end of this paper.



Dr CHENG Lap Yin Peter

Chairman, Hanbo Enterprises Limited

Thesis title: Vendor Selection in Apparel Supply Chain Considering Risks

Abstract: As the apparel supply chain becomes more vulnerable, supply chain management is urged to investigate the problem of vendor selection considering risk. None of the previous investigations has combined supply chain risk management and vendor selection topics. The objective for this paper is to create a working model for the industry to assess the vendors and manage the associated risks. The thesis discusses the current situation in the industry through industrial interview and case study and identifies relevant risk criteria in vendor selection. Based on these criteria, the thesis proposes a method for effective vendor selection. Most importantly, the paper is designed to encourage future research.



Dr LEE Chung Yee Jamie Pious

Founder, CrossFit 852

Thesis title: The Effects of Corporate Culture, Brand Image and E-Commerce Experience on Luxury Brand Intention to Use Social Media Marketing

Abstract: Various luxury brands are using different social media marketing strategies to sell their products. By exploring the focus of social media marketing by luxury brands, the paper sought to identify the factors that are considered when determining the use of social media platforms. Specifically, the research is focused on the effects of organisational culture, brand heritage and e-commerce experience on luxury brands and their intention to use the social media marketing tools.



Dr LEE Ho Fai Albert

Senior Manager, Nien Made Enterprise Company Limited

Thesis title: Country Selection for New Factory in Southeast Asia: Multiple Criteria Analysis and Decision Support Model

Abstract: There is a trend in recent years for many entrepreneurs to move their factories from China to South East Asia (SEA). Factory location selection is a multiple criteria decision-making (MCDM) problem, involving political, economic, socio-cultural, technological, legal and environmental (PESTLE) factors. My research has established a decision support model for country selection with empirically significant criteria for the entrepreneurs to set up new factories in SEA by means of two questionnaire surveys. Moreover, I provide a MCDM model application with flowchart for easy usage and an implemented real case as an application example.



Dr LUK King Sang Benny

CEO North Asia, GFI (HK) Brokers Limited

Thesis title: Does Dodd-Frank Act Have a Marked Impact on the Regulatory Environment of Financial Market, Evidence from Money Broking Business?

Abstract: Dodd-Frank Act (DFA) was enacted in 2010 after the Lehman Crisis with a view to enhancing the regulatory control over banks and non-bank financial institutions. While market practitioners consider DFA as the most significant financial regulatory overhaul since the Great Depression, and the US regulators have been trying to promote DFA becoming the financial regulatory yardsticks globally, the lack of fundamental consultation with crucial stakeholders, especially the non-US regulators has caused ambiguity in interpreting and applying DFA. This study focuses on the overhauling of the OTC derivatives markets under DFA and the consequential impacts on money broking business.



Dr YAP Chin Yee Richard

Chief Executive Officer, Q Fund Management

Thesis title: Social Impact Investing in Hong Kong

Abstract: An exploratory research using the case study method to study the current impact investing landscape, ecosystem, investment opportunities and challenges. It identifies the underlying characteristics of impact investing on social venture funds and social organizations. The research aims to provide practitioners and academics an understanding of the Hong Kong position on impact investing; help investors better comprehend the opportunities and challenges here; and help institutional investors to make better asset allocation decisions when picking which social capital funds to invest in. Furthermore, the research would allow social entrepreneurs to know what impact investors seek and expect.



Dr YIU Ka Kit Simon

IT Director, Huajin Financial (International) Holdings Limited

Thesis title: The Role of Mobile Devices in Business Education: Evidence from a Professional Doctoral Program

Abstract: The purpose of this study aims at determining whether Doctorate programme students can be motivated to learn by mobile support and the social network function in reference management systems, which would aim at improving their learning motivation, thereby enabling them to complete their studies. This thesis is a fundamental study of how mobile support and reference management systems could be widely used as an essential tool of IT solutions to business problems by employing the self-determination Theory and Agent Environment Interaction.

