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Number Three 1985

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Cover: Li Dak Sum Building, where two of the BA Departments are housed (photo by Alice Tam)

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Appointment of College Heads



Professor T.B. Lin



Dr. Philip Fu



Professor T.C. Chen

The University Council announces the appointment of Professor T.B. Lin as Head of New Asia College for a term of four years effective 1st August, 1985. Professor Lin is to succeed Professor Ambrose Y.C. King, who will by 31st July, 1985 be completing his second term of office after more than eight years of service as President and then Head of the College.

The Council also announces that Dr. Philip Fu has been reappointed Head of Chung Chi College, and Professor T.C. Chen as Head of United College, each for a further term of three years, upon the expiry of their present terms of office on 31st July, 1985.

Professor T.B. Lin, BA (National Taiwan University), PhD (Freiburg University), is Professor of Economics. He joined this University in 1966, rising to Senior Lecturer in 1974 and Reader in 1979,

and was appointed Professor of Economics in 1983. An expert in Asian economies, Professor Lin is particularly well-known for his work on econometric forecasting in Hong Kong and Asia. Professor Lin has also been active in providing academic leadership on campus. He served as Associate Director of the Economic Research Centre from 1972 to 1982, Dean of Social Science from 1977 to 1980, and Director of the Centre for Hong Kong Studies from 1981 to 1983, and has been Chairman of the Department of Economics since 1975.

Dr. Philip Fu is Reader in Accounting. He was first appointed Head of Chung Chi College for a four-year term from 1st August, 1981. Professor T.C. Chen is Professor of Computer Science and Electronics. His first appointment as Head of United College also commenced on 1st August, 1981.

Symposium on Teaching and Testing of Spoken Modern Standard Chinese



A large-scale Symposium on Teaching and Testing of Spoken Modern Standard Chinese was held for the first time in Hong Kong from 1st to 5th May, 1985 at the University of Hong Kong (1st to 3rd May) and The Chinese University of Hong Kong (4th to 5th). Jointly organized by the New Asia-Yale-in-China Chinese Language Centre of this University, the Language Centre of the University of Hong Kong, the Arts Faculty of Baptist College, the Language Departments of the Hong Kong Polytechnic and the City Polytechnic, and the Hong Kong Chinese Language Society, the Symposium aims at promoting the exchange of experience among Chinese linguists, scholars and language teachers, raising the efficiency of Guoyu/Putonghua teaching, and exploring the theoretical and practical problems in the testing of Guoyu. More than two hundred scholars and language teachers participated in this Symposium. Apart from local participants, more than fifty scholars came from Mainland China, Taiwan, Singapore, Malaysia, Australia, New Zealand and U.S.A., among whom

were Professor Lü Shuxiang, Professor Chen Zhanqai, Professor Zhang Zhigong, Professor Zhang Shoukang, Professor Yang Shiquan, Professor Qin Si, Professor Y.C. Li, Dr. Cornelius Kubler, and Dr. Raymond Hsu, etc.

The first day of the Symposium was held at the University of Hong Kong. In his opening address, Dr. Rayson Huang, the Vice-Chancellor of the University of Hong Kong, praised the organizers of the Symposium for their efforts and paid tribute to Professor Lü Shuxiang, the seventy-year old Honorary Director of the Language Research Centre of the Chinese Academy of Social Sciences, for his outstanding academic achievement. Professor R. Lord, Dean of the Arts Faculty of Baptist College, was the first speaker, who spoke on 'Putonghua in the 21st Century'. He was followed by language teachers from Hong Kong, Taiwan, Mainland China, Singapore and Malaysia who reported on the teaching of Putonghua/Guoyu/Huayu in their respective regions. In the afternoon, participants were divided into two groups. In

group A, eight participants from Hong Kong and China presented papers on the teaching problems of Guoyu in Hong Kong and those in group B discussed and exchanged views on the theories of testing.

The whole of the second day and the morning of the third day were devoted to specific topics such as the teaching, training and promotion of the written language, phonetics, words and expressions, neutral tone and the retroflex suffix 'r' of Putonghua. Issues on the examination and testing of Putonghua and the use of Chinese computer were also covered. There were discussions on the aims and methods of teaching Chinese as a second language as well.

The venue of the Symposium moved to The Chinese University on the fourth day according to schedule. Dr. Ma Lin, the Vice-Chancellor of the University, welcomed the guests. As it happened to be the fourth of May, Dr. Ma reminded the audience of the historic May-Fourth Movement and commended the Symposium on its significance. The emphasis of the day's programme was on the relations between Putonghua and the dialects. In the afternoon, participants were again divided into two groups to discuss issues of language testing and teaching.

The fifth day was an open forum on 'Relevant Issues on the Teaching of Putonghua in Hong Kong and Possible Subjects of Research'. Participation from the floor was very enthusiastic. The second half of the day was a summary session, in which three papers were read. Discussion at this last session was particularly active. Many of the questions were specially directed to the renowned scholars or design-

ers of phonetic norms or policy-makers for the reform of Chinese characters. As a result, the closing ceremony scheduled at half-past twelve was not held until one o'clock.

As one of the initiators and organizers of the Symposium, I was asked to be the chairman of the last session apart from chairing the fourth day's programme. In my concluding remarks, I congratulated the five-day Symposium for achieving so much in an extremely friendly and harmonious atmosphere. I also expressed my heartfelt thanks to the scholars and experts for their contributions — there was no single topic on research, teaching and testing in this field that had not been covered. Apart from its primary objectives, the Symposium had also the following aims: (1) to urge the Government to pay more attention to the teaching of Putonghua, and take positive measures in drawing up a practical Putonghua curriculum for primary and secondary schools; (2) to appeal to the general public for cooperation in providing a language environment for speaking Putonghua and enhancing the learning motivation of the public; (3) to solicit opinions on teacher training and the qualifications required of teachers as well as the supply and selection of teaching materials. It was really gratifying that response to these three points was positive. Finally, it is hoped that further attempts would be made to provide experts and scholars with more chances to exchange their views and experience.

— M. Liu

News in Brief

Dr. Q.W. Lee Honoured

The Chairman of the University Council, Dr. the Hon. Q.W. Lee, was awarded an honorary degree of Doctor of Laws by the University of Hull in the U.K. at a ceremony which took place on 12th July, 1985.

In presenting Dr. Lee to Lord Wilberforce, Chancellor of the University of Hull, for the award of the degree, the Public Orator praised Dr. Lee for his outstanding contributions to the well-being of Hong Kong as a highly respected banker and a truly dedicated community leader who is involved in a wide range of community affairs, especially in education.

University members appointed to serve on outside Committees

The following staff members have been appointed by His Excellency the Governor to serve on various

committees:

* Professor S.T. Chang, Professor of Biology, as a member of the Agricultural Products Scholarship Fund Advisory Committee (APSFAC) for one year with effect from 1st April, 1985.

* Mr. Andrew W.F. Wong, Lecturer in Government & Public Administration, and Dr. Fanny M.C. Cheung, Lecturer in Psychology, as members of the Shatin District Board; Dr. Stephen L.W. Tang, Lecturer in Sociology, as a member of the Tai Po District Board; and Mr. William H.C. Wan, Alumni Affairs Officer, as a member of the Sai Kung District Board, with effect from 1st April, 1985 for a period of three years.

* Dr. Richard M.W. Ho, Lecturer in Chinese, as a member of the Provisional Regional Council from 1st May, 1985 to 31st March, 1986.

* Mr. William Cheng, Senior Lecturer of the School of Education, as a member of the Board of Governors & the Council of Baptist College from

1st January, 1985 to 30th June, 1987.

* Professor Howell Tong, Professor of Statistics, as a member of the Council of the City Polytechnic for a term of three years from 1st January, 1985 to 31st December, 1987.

* Dr. Poon Wai-keung, Lecturer in General Business Management & Personnel Management, as a member of the Committee on Management and Supervisory Training for two years with effect from 1st April, 1985.

Professorial Inaugural Lectures

* Professor Ambrose Y.C. King, Professor of Sociology, delivered his inaugural lecture on 'Paradigms and the Development of Sociology' on 26th April.

* Professor W.M.C. Martin, Professor of Clinical Oncology, delivered his inaugural lecture on 'Photons, Potions and People' on 7th June.

University Courses Gain Further BCS Exemption

Computer Science courses of the University have gained further recognition from the British Computer Society (BCS). Graduates minoring in Computer Science who have taken and passed in a number of selected Computer Science courses, and have successfully completed at least fifty hours of relevant programming projects will be given exemption from Part I of the Society's Examination.

University Delegation Visited Beijing

At the invitation of several institutions in Beijing, an official delegation of the University, headed by the Vice-Chancellor, visited Peking University, Tsinghua University and the Chinese Academy of Sciences from 9th to 16th May.

Members of the delegation are:

- Dr. Ma Lin, Vice-Chancellor;
- Professor D.C. Lau, Professor of Chinese;
- Professor S.T. Chang, Professor of Biology and Head of the Department;
- Professor K.C. Mun, Professor of Marketing and International Business and Head of the Department;
- Professor Ambrose Y.C. King, Head of New Asia College, Professor of Sociology and Head of the Department;
- Dr. F.C. Chen, University Secretary; and
- Dr. P.W. Liu, University Registrar

Associate Dean of Medicine Re-appointed

Professor J.Vallance-Owen, Professor of Medicine,

has been re-appointed Associate Dean of the Faculty of Medicine for a further term of two years with effect from 1st July, 1985.

IASP Office Renamed Office of International Studies Programmes (OISP)

The International Asian Studies Programme (IASP) office has been renamed Office of International Studies Programmes (OISP).

The renaming is intended to better reflect the work of the office. The OISP will continue to serve as an executive arm of the Senate Committee on International Programmes responsible for the management and coordination of international exchange programmes as well as the implementation of policies set forth by the Senate Committee.

Dr. Thomas H.C. Lee, Director of IASP, will serve as Director of OISP, and the International Asian Studies Programme will become an integral part of OISP.

New Master's Programme

The Senate has approved the establishment of an M.Phil. Programme in Psychology from the academic year 1986/87.

Ming Yu Visiting Scholars

Professor Yue Daiyun, Head of the Department of Chinese, Shenzhen University and Professor of Chinese and Deputy Director of the Centre for Comparative Literature, Beijing University, arrived on 10th April for a ten-day visit under the New Asia Ming Yu Visiting Scholar Programme. Her husband, Professor Tang Yijie, Director of the Chinese Research Centre of Shenzhen University, came here a few days later, also as a Ming Yu Visiting Scholar.

Gift to the Department of Medicine

A Toy Library for occupational therapy was formally opened at the University's teaching hospital, the Prince of Wales Hospital, on 11th May.

Equipped with therapeutical, educational and stimulating toys, the new library is used to strengthen treatment programmes carried out by occupational therapists for children with physical handicap or delayed development.

The establishment of the Toy Library has been made possible through a generous donation from the Lions Club of West Kowloon to the Department of Medicine of the University. Professor G.H. Choa, the Dean of Medicine, and Mr. Henry Siu, the President of the Lions Club of West Kowloon, officiated at the ceremony.

Faculty of Business Administration

Department of Accounting and Finance

The Department of Accounting and Finance has all along been aware of its responsibility to produce good-quality graduates to meet the needs of the business community. The programme of studies, which has been revised recently, is designed to provide students with a good understanding of the various functional areas of business administration and with a concentration in either Accounting or Finance. Young men and women are being trained for responsible administrative and executive positions in business, governmental and other organizations.

Although the emphasis of the present programme is on a broad, systematic, and solid background knowledge in business, students with a major in Accounting who are prepared to pursue a career in professional accounting are provided with opportunities for a one-year internship in a professional accounting firm.

For many years, the Department of Accounting and Finance has attracted more than one-third of the total number of students of the Faculty of Business Administration, as can be seen from Table 1.

In December 1984, there was a total of 346

Accounting and Finance major students, representing 39% of the total number of Business Administration students and 6.9% of the entire student population of the University.

A majority of the 1984 Accounting graduates took up a career in Accounting while a large proportion of the Finance graduates had their first jobs in banking. Table 2 provides information on the distribution of the 1984 graduates in employment by career fields.

Teachers of the Department of Accounting and Finance have been actively engaged in various types of research activities. Apart from publishing papers in academic journals and presenting papers at international conferences, they are also engaged in the writing of cases and compilation of reference books. The *Glossary of Accounting and Finance Terms* has been revised and will be published soon. Another large-scale project is the publication of a book entitled *Hong Kong's Financial Institutes and Markets*, which is in its completion stage.

The Department of Accounting and Finance has committed itself to a balanced programme of

Table 1

Year	Accounting & Finance Majors	B.A. Students	C.U. Students
1982-83	299	845 (35.4%)	4,498 (6.6%)
1983-84	308	865 (35.6%)	4,699 (6.6%)
1984-85	346	888 (39.0%)	4,994 (6.9%)

Table 2

Career Fields	Majors			
	Accounting		Finance	
	No.	%	No.	%
Accounting	24	54.5	—	—
Administration/Management	3	6.8	—	—
Banking	7	15.9	5	41.8
Computer/Data Processing	2	4.6	—	—
Finance	—	—	1	8.3
Import/Export	—	—	1	8.3
Insurance	—	—	2	16.7
Investment	1	2.3	—	—
Market Research	—	—	1	8.3
Teaching: Secondary	4	9.1	1	8.3
Teaching: Tertiary	3	6.8	1	8.3
Total	44	100.0	12	100.0

teaching, research and service to the community. To achieve its objectives, the Department is taking positive steps in recruitment. Besides making active efforts in recruiting qualified teachers, the Depart-

ment has also been sending young staff members overseas for further studies. Currently, two teachers are under the staff development programme.

— B. Tai

Department of General Business Management

The Department of General Business Management and Personnel Management has been in existence since 1975, one year after the establishment of the Faculty of Business Administration. Students of the Department may major in either General Business Management or Personnel Management.

As a unit under the Faculty of Business Administration, the Department adheres closely to the basic philosophy of the Faculty, which is to provide the students with a firm base of liberal education, integrated with a basic knowledge of the functional and analytical aspects of business, and supplemented by a moderate degree of specialization in a particular area of organizational or administrative activity. This is achieved through the offering of five types of courses: language courses, general education and physical education courses, major core courses, major concentration courses, and minor and elective courses. In addition to the broader objectives of the Faculty, the specific objectives of the Department are as follows:

The programme in General Business Management provides students with a broad background in managerial knowledge and aims to develop their leadership skills for careers in modern organizations and in entrepreneurial endeavours. For Personnel Management, students are given a firm background in analytical and functional aspects in Business Administration, in addition to a specialization in the discipline of Personnel Management.

The Department is committed to teaching, research and community service, and always tries to improve the quality of its activities through constant review of its programme of studies, establishing closer links with the business community and devoting more efforts to research. In recent years, changes in the business environment are taking place in a more rapid pace and business organizations have become bigger in size, and more international and complicated in

nature. As a result, there is a greater need for senior personnel with specialized training in managing such organizations and in formulating sound policies. With improved senior staff ratio in the last few years, the Department feels that it is opportune to introduce a graduate programme to meet the needs of the community and to enhance research activities in the Department. The Department is now planning to launch, in conjunction with the MBA Division, a Specialization MBA Programme in Organization and Policy Studies in 1986-87.

Research & Community Service

Members of the teaching staff have been active in carrying out research, either independently or jointly. Most of the research findings are published in academic journals or presented in academic/professional conferences in the form of papers. There have been eighty-six publications by teachers of the Department since 1982.

Over the years, teachers of the Department have taken up their responsibilities to serve the community by providing long-term and short-term management training courses and/or sitting on various committees of governmental, statutory or non-governmental bodies and institutions. The Department, in cooperation with the Department of Extramural Studies, launched a Certificate Course in Personnel Management and a Diploma Course in Training Management in 1982-83. The diploma course has been run as a joint project with the Hong Kong Branch of the Institute of Training and Development (United Kingdom) and has been repeated twice because of the great demand from the training profession. It will be repeated once more in 1985-86.

Students & Graduates

It is a tradition for students in the Faculty of Business Administration not to form their own departmental society. Instead, they participate in activities organized by other student organizations, especially those related to the B.A. Faculty. Most students in the Department realize that they will gain some experience through participating in extra-curricular activities.

Employment opportunities for graduates of the Department have been good. The Department has been able to train its graduates to meet the incessant needs for well-trained managerial personnel from all types of business corporations, industries, as well as Government departments. Since the graduates are well received in the job market, it is believed that the Department's objectives are sound and the programme of studies formulated to achieve these objective has been relevant.

Future Developments

The modernization plans of the People's Republic of China have meant the opening of a new market, which provides great economic opportunities for the world. The Department will continue to help students to familiarize themselves with the economic development and business practices in China, in a bid to produce a new source of supply of bilingual business executives with modern management theory and knowledge of business operations in China. It is anticipated that using Hong Kong as a base to trade with China will become an even more important operation for many local and foreign companies, and the Department is in a good position to meet the needs for competent executives of these companies.

— C.M. Chang



Staff and students of the Department of General Business Management and Personnel Management

Department of Marketing and International Business

Entering the 1980s, the role of Hong Kong in the economic development of China and the Asian-Pacific Region has become more and more significant. This has created a tremendous demand for well-trained executives in the field of Marketing and International Business. Besides, the increasing demand in China for executive development programmes in Management and International Business has put Hong Kong in the spotlight as one of the important training centres for executive management in the Asian-Pacific Region.

To cope with the changing role of Hong Kong in business management education, the Department of Marketing and International Business has set forth three major objectives for the 1980s. The first objective is to develop knowledgeable, socially responsible and effective administrators as well as executives for business, governmental and other institutions. The second is to provide well-qualified teachers in the field of Marketing and International Business for institutions of higher education in this region. And the third is to offer executive development programmes in Marketing and International Business for business executives from both the local community and China.

To achieve the first objective, the Department has revised its courses, classifying them into 'professional' and 'advanced' courses. 'Professional' courses aim at providing students with a general but comprehensive background of the subject area. 'Advanced' courses provide more specialized and in-depth knowledge of specific areas. In addition, the Department, jointly with the MBA Division, launched a specialized MBA programme in Marketing and International Business in September 1984. To achieve the second objective, a research-oriented Ph.D. programme in Marketing and International Business has been scheduled for the academic year 1985-86. As for training programmes for managers from China, the Department has been conducting a training course in Marketing Management for managers of the Ministry of Machine-Building Industry since 1981. About sixty managers of the Ministry from various provinces of China spend four months at the University for executive training each year. A similar training course will be held in the summer of 1985 for the executives of the Ministry of Metallurgical Industry and the Province of Liaoning, and about sixty executives will participate in this course.

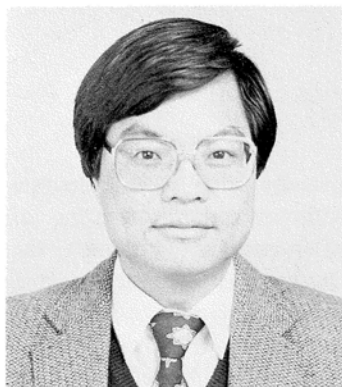
Undergraduates of the Department are required

to take some basic business courses offered by other Departments of the Business Administration Faculty in their first year. This is to give students a good foundation in Business Administration before they proceed to the functional topics in Marketing or the more sophisticated topics in International Business. Core courses for second-year students include Marketing Management, Marketing Research and Introduction to International Business. Professional as well as advanced courses offered to Marketing majors include Advertising, Sales Management and Salesmanship, Service Marketing, Consumer Behaviour, Marketing Policy, Marketing Theory, and Quantitative Marketing Decisions, etc. Courses offered to International Business majors include Import-Export Business, International Market Analysis, International Marketing Management, International Financial Management, Managing in the Multinational Corporation, Comparative Management Systems, China's Foreign Business Operations, and Seminar in China's Management, etc.

The scope and magnitude of research and publications by faculty members of the Department continues to grow. The major areas of research can be grouped under the following general headings: Competitive Strategies for International Business, China's Enterprise and Management, Marketing Information Systems in the Third World, and Transfer of Marketing Technologies into less developed countries. In order to avail students as well as faculty members of the experience of overseas scholars, the Department places special emphasis on inviting visiting professors and scholars to teach on campus each year. On the list of visiting scholars for the past three years are Professor Kenneth Simmonds and Mr. Philip Law of the London School of Business, Professor N.T. Wang of Columbia University, Professor Michael J. Baker of the University of Strathclyde, and Dr. Charles Keown of the University of Hawaii at Manoa. In addition, the Department will host an international academic conference in July 1985 for members of the Academy of International Business and other scholars and researchers in the field of International Business.

With regard to the career destination of the graduates over the past four years, a survey conducted by the Appointments Service reveals that over eighty percent of the graduates join the commerce and industry sectors, where banking industry is the most popular field followed by marketing.

— K.C. Mun



Dr. Benjamin Y.K. Tai



Mr. Chang Chien-min



Professor Mun Kin-chok

Profiles of Department Chairmen

Dr. Benjamin Y.K. Tai

Acting Chairman, Department of Accounting and Finance

Dr. Benjamin Tai obtained his BS and MS degrees in Accounting from Illinois State University and his PhD degree in Accounting from the University of Missouri-Columbia. He holds a Certified Public Accountant's (CPA) certificate issued by the State of California and a Certificate in Management Accounting (CMA) issued by the Institute of Management Accounting. He is also a Fellow of the Hong Kong Society of Accountants (FHKSA).

Dr. Tai had worked for the Hong Kong office of Arthur Andersen & Co. before he joined The Chinese University of Hong Kong. He is currently Lecturer and Acting Chairman of the Department of Accounting and Finance.

His major research interests lie in management accounting and auditing.

Mr. Chang Chien-min

Chairman, Department of General Business Management and Personnel Management

Mr. Chang was educated at the National South-West Associated University and the National Tsinghua University in China and was awarded the degree of LLB. He furthered his studies at the University of Wyoming, where he obtained the degrees of MA in Economics and MS in Business Statistics.

Mr. Chang joined The Chinese University in 1964 and has been Chairman of the Department of General Business Management and Personnel Management since 1976. He served concurrently as Dean of the Faculty of Business Administration in 1978-81.

His research interests mainly lie in the areas of small business management, industrial structure

and industrial relations.

Professor Mun Kin-chok

Chairman, Department of Marketing and International Business

Professor Mun Kin-chok obtained his Diplom-Volkswirt and Dr. ver. pol. degrees from the University of Freiburg, West Germany. Before joining The Chinese University in 1969, he was Associate Professor of the Faculty of Commerce of Nanyang University in Singapore. Professor Mun is now Professor and Chairman of the Department of Marketing and International Business of this University. During 1981-84, he was Dean of the Faculty of Business Administration.

Professor Mun is at present the planner and organizer of two diploma courses in marketing management for the executives from China. Professor Mun is Honorary Professor of ten academic institutions in China including Tsinghua University, the University of International Business and Economics, South China Institute of Technology, Northeast University of Technology, Chongqing University and Hunan University. He is a member of China's Industrial Economics Association and is also Honorary President of the Guangdong Marketing Association and Regional Chairman of the Academy of International Business in Southeast Asia.

As for services to the local community, Professor Mun is a member of the Wholesale/Retail and Import/Export Trades Training Board and the Vocational Training Council, Chairman of the Advisory Board on Marketing of Lingnan College and an external member of the Internal Panel of Course Validation, City Polytechnic.

Professor Mun's research interest focuses on China's enterprise management and marketing. He has published four books and many articles in Hong Kong and overseas journals.

MBA Division

Brief History

The MBA Division of the Faculty of Business Administration has its origin in the Lingnan Institute of Business Administration, which was established in 1966 with funds provided by The Trustees of Lingnan University. The Institute's primary objective was to select well-qualified and highly motivated young people and prepare them for responsible and demanding managerial positions in Hong Kong's business community. However, it was also anticipated that some of the graduates would become teachers in universities and other tertiary institutions and that others would join the Government. The Institute's secondary objectives were to sponsor research (by teachers and students) and to provide consulting and training services for business enterprises, Government departments and non-profit making organizations. The Institute's two-year, full-time graduate programme was modelled on similar programmes in U.S. universities. Since the Institute was an integral part of the Graduate School of The Chinese University of Hong Kong, its graduates received their degrees from the University. An Advisory Board, composed of prominent local and overseas businessmen and scholars, was established to provide guidance on admissions, curriculum, summer employment, career placement, public relations and other important matters.

In order 'not to flood the market with graduates', initial enrolment of the Lingnan Institute was limited to six students, four of whom graduated in 1968. However, student enrolment increased steadily, and twenty-five students received their MBA degrees in 1974. During this initial 'growth period', considerable faculty effort was spent in developing close relations between the Institute and prominent local and international business firms, and much attention was given to the placement of the graduates. The graduates performed well, and this contributed much to the Institute's reputation in the Hong Kong business community. The number of applicants for admission to the Institute's Two-Year MBA Programme grew rapidly from year to year, and the faculty made every effort to select those with the highest potential as managers. Although the Lingnan Institute continued to receive financial support from The Trustees of Lingnan University, the University was able to obtain additional funds from prominent local businessmen and companies.

In 1974 the University established a separate Faculty of Business Administration consisting of three undergraduate Departments. Although the Lingnan Institute of Business Administration continued to operate as a part of the Graduate School, its faculty members worked closely with their counterparts in the three Departments and served on various committees. There were frequent exchanges of teachers, and a number of joint research projects and other activities were undertaken.

In 1976 the Lingnan Institute was approached by the Civil Service Training Department of the Government Secretariat and requested to offer a part-time programme in management for Government officials. With the assistance of the University's Department of Extramural Studies, the Institute developed the 'Diploma in Management Studies Programme for Administrative and Executive Officers of the Hong Kong Government'. The Programme consists of eight courses given at the rate of two courses per semester (on Saturday mornings), and the graduates receive diplomas from the Department of Extramural Studies. Since classes began in 1977, five groups have completed the Programme; Group Six will finish it in December 1985.

Early in 1977, several successful Hong Kong businessmen approached the University with an offer of substantial financial assistance for support of an evening MBA programme designed for local men and women in managerial and professional positions. Their offer was accepted with gratitude, and the Three-Year MBA Programme was established. This programme consists of eighteen required and elective courses given over a period of nine trimesters (of about thirteen weeks each). Each student must have a first degree or equivalent professional qualifications and at least three years of managerial experience. There were over seven hundred applications for the forty-five places in the initial class, which began in September 1977. Every effort was made to select the best students, and the calibre of those chosen was extremely high. In spite of heavy workloads and relatively high standards, there were very few dropouts or failures during their three years in the Programme.

An Advisory Board for the Three-Year MBA Programme was also established in 1977; it was composed primarily of the local businessmen who provided financial and other support for the Pro-

The following table gives relevant statistical information as of March 1985:

	Total Current Enrolment	Expected Number of Graduates in 1985	Expected Intake in Sept. 1985	Number of Applications for the Sept. 1985-Intake
Two-Year MBA Programme				
General Programme	75	34	40	289
Specialization Programme	5	0	10	23
Three-Year MBA Programme				
	149	51	60	373
Total	<u>229</u>	<u>85</u>	<u>110</u>	<u>685</u>

gramme. In 1981 the members of this Advisory Board made it possible for the Programme to acquire a 'Town Centre' consisting of three classrooms, three small offices, a general office and a student lounge. The 'Town Centre' is conveniently located in the East Ocean Centre in East Tsimshatsui, and all of the Programme's classes and other activities are carried on there.

In 1981 the Lingnan Institute of Business Administration and the Three-Year MBA Programme were combined to form the MBA Division. The Faculty of Business Administration was also reorganized so that the MBA Division now has the same status as each of the three undergraduate Departments. The Division is managed by a Director and two Associate Directors, and the Director reports to the Dean of the Faculty of Business Administration. The MBA Division continues to be subject to the regulations of the University's Graduate School.

In 1984 the MBA Division and the Department of Marketing and International Business established a new 'Specialization MBA Programme in Marketing and International Business'. This programme requires two years of full-time study and is open only to graduates with first degrees in Business Administration. Students in this programme are exempted from certain required courses in the 'General MBA Programme' but are required to take six 'specialization courses' offered by teachers of the Department of Marketing and International Business.

Philosophy and Objectives

The primary objective of the MBA Division has remained unchanged; we still select well-qualified and highly motivated young men and women and

prepare them for responsible and demanding managerial positions in Hong Kong. We have now accumulated almost twenty years of experience and, hopefully, we have learned how to make the best use of our resources in helping our students obtain maximum benefits from their MBA programmes. We try to make certain that they acquire the knowledge, the interpersonal communication techniques and analytical skills they will need as managers. We are also concerned about the attitudes of our graduates; they must learn to think and behave like managers and they must be able to convince others that they can carry significant responsibilities. We want them to develop self-confidence and, at the same time, to be sensitive to the needs of others. We use a wide variety of methods for imparting knowledge, teaching the required skills, and helping the students acquire appropriate attitudes.

Accomplishments to Date

The MBA Division measures its success in terms of the positions our graduates obtain and by the contributions they make to their employers and to the community. We attempt to evaluate their performance by keeping track of their promotions and by talking with their employers. As of March 1985 we have more than 300 graduates from the Two-Year MBA Programme and more than 200 from the Three-Year MBA Programme. Most of these graduates are now occupying middle-management positions in business enterprises in Hong Kong. However, many of the older graduates are holding very senior positions, and a good number of them have established their own companies. Others are teaching in universities, polytechnics and post-secondary colleges, and several are in the Civil Service. We keep in close touch with our graduates and we

have every reason to believe that most of them are making significant contributions to their employers and to the Hong Kong community.

With regard to research, the Division's students have completed more than three hundred projects. Almost all of these projects are related to business practices in Hong Kong. These projects are described in MBA theses and business research reports which are kept in the Reserve Books Section of the University Library. The Division's teachers have also completed a number of projects, some of which have resulted in articles and reports published in local and international periodicals. Faculty members have also been active in conducting seminars, workshops and courses for organizations such as the Department of Extramural Studies, the Hong Kong Management Association, the Hong Kong Productivity Centre, the Civil Service Training Division, the Independent Commission Against Corruption and for banks, hotels, trading companies and other enterprises. These training activities, along with consulting services, not only contribute to our clients but also help to keep our teachers up-to-date on business practices and management techniques in Hong Kong. The interaction between our faculty members and executives in business and Government contributes a great deal to the Division's effectiveness.

In recent years the MBA Division has developed a close relationship with the Northeast University of Technology (NEUT) in Shenyang (Liaoning Province of The People's Republic of China). Several of our teachers have visited NEUT to give lectures and provide advice on curricula, teaching methods and other matters relating to their new Department of Management Engineering. Four of their teachers have come to our campus for a full academic year to audit courses in their special fields of interest. A number of our teachers have participated in other programmes relating to management training in The People's Republic of China.

The Future

The opportunities facing the MBA Division are diverse and challenging. Hong Kong's dynamic economy continues to grow, and the demand for our services far exceeds our capabilities. Hence, we must set our priorities with care. We will undoubtedly continue to devote most of our effort to providing high-quality graduate-level education to our full-time and evening MBA students. We must also continue the training and consulting activities which bring our teachers into close contact with practicing managers and executives and which build our reputation in the Hong Kong business community. Hong Kong is an

extremely rich environment for research in almost every field of business and management, and we want very much to strengthen our research capabilities. Finally, a number of universities and other organizations in The People's Republic of China are seeking assistance from the MBA Division, and our teachers are becoming involved in joint activities with their counterparts in China. The years ahead will undoubtedly be busy and exciting ones for the students, staff and teachers of the MBA Division.

— Y.T. Chung



Professor Y.T. Chung

Director of MBA Division & Dean of Business Administration

Professor Y.T. Chung is a commerce graduate of the University of Edinburgh and obtained his MBA and DBA degrees from Indiana University. He is a Fellow of the Institute of Chartered Accountants in England and Wales.

Before joining The Chinese University of Hong King in 1966, Professor Chung worked in the London and Hong Kong Offices of Messrs. Peat, Marwick, Mitchell & Co.

Professor Chung is now Professor of Accounting, Dean of the Faculty of Business Administration, Director of the MBA Division and Chairman of the Senate Committee on Physical Education.

Professor Chung was a member of the Hong Kong Productivity Council from 1977 to 1981 and an external assessor of the Hang Seng School of Commerce from 1982 to 1984. He is a member of the Council of the Hong Kong Management Association, the Accountancy Training Board of the Vocational Training Council, and the Examination Panel of Local Stage I Examinations of the Hong Kong Centre of the Institute of Bankers, London.

His research interests and publications are in the areas of financial accounting, cost accounting, government budgeting, U.K. and Hong Kong tax accounting, inflation accounting and joint venture accounting.

An Interview with Professor Y.T. Chung

Dean of Business Administration

Q. There are altogether three Departments and an MBA Division in the Faculty of Business Administration. Do they have any common objectives and emphases?

A. Yes. Their common objectives are actually the main objectives of the Faculty. Generally speaking, the Faculty aims at preparing men and women for responsible administrative and executive positions in business, the Government and other organizations. We provide students with an all-round basic education in substantially all analytical and functional areas of business administration and with opportunities for a moderate concentration in a particular area of organizational or administrative activity. In teaching students, we help them develop their ability to identify and analyze problems, search for relevant information, formulate alternative approaches, evaluate the alternatives and make decisions. We also help them to lay a good foundation for continuing self-education and development. In addition to our responsibilities to the students, we contribute, through academic research, to the growth of knowledge and understanding of business management, and serve the Hong Kong and Southeast Asian business communities by offering advanced training in management sciences for practising businessmen.

Q. Will there be any changes in the organization and the curriculum of the Faculty in the near future?

A. The University is at present reviewing its curriculum and our Faculty is considering a common curriculum for the first and second years of all the three Departments. There will of course still be specialized programmes for the upper years. We will further discuss this proposal in our next Faculty Board Meeting.

As to the organization, we have at present some sixty teachers, each belonging to either a Department or the Division. In other words, there are two groups of teachers, one teaching undergraduate courses and the other MBA programmes. How to make better use of the existing personnel is our major concern at present. By pooling the two groups of teachers together and assigning them to one of the Departments, we will have more teachers teaching both the undergraduate and post-graduate courses. However, a decision on effecting any changes has still to be made.

Q. How does the BBA programme of this University compare with those of British and American universities?

A. British universities adopt the Degree Examination system and American universities the credit unit system. In British universities, students enjoy much freedom in the attending of classes. As long as they pass their Degree Examination, they will graduate. The American system is more stringent and requires the students to take certain courses, each carrying a certain number of units. For each course,

quizzes are conducted to test the students and the successful completion of courses depends on the results of the quizzes. This University has combined the credit unit system and the degree examination system.

As for our curriculum, I think it is quite good, except that we may be asking students to learn too much – mainly because we have adopted the credit unit system. I also think the standard of our programmes is fairly high on the whole, for our students have little problem in studying for higher degrees abroad.

Q. How about our MBA programme?

A. We can look at our MBA programme from another angle. Our university has an exchange programme with New York University under which four students are exchanged every year. The students we send out, mostly second year students, find it rather easy to follow the N.Y. U. curriculum and the students from N.Y.U. are satisfied with the courses we offer. This clearly speaks well for our standard. Recently many American and British universities have offered to exchange students with us. However, it is unlikely that we can accept their offer as our annual intake of MBA students is very limited. I don't think a university with inferior standards would attract so much interest from overseas universities.

Q. Are the graduates of the MBA Division considered experts in the field of business administration?

A. In the MBA Division, we offer a General MBA Programme and a Specialization Programme. Students of the General MBA Programme are mostly graduates of other Faculties; therefore, it is very difficult to turn them into experts in the field of business administration in two years' time. Taking a few more courses in a particular field in which they are interested will not make them experts. The Specialization Programme, which is meant for graduates of Business Administration, is research-oriented. There are five students taking this Programme this year and they are all very keen on research. However, it is hard to say now what they will do in the future or whether they will proceed to read for a doctoral degree.

Q. For admission to the MBA Programme, students are required to attend an interview in addition

to taking the entrance examination. To what extent is the selection of students based on their performance at interviews?

A. The interview is very important. During the interview, we usually ask students why they apply for admission to the Programme. Applicants with working experience are admitted only if what they expect out of this Programme is in fact what we can offer.

Q. As the Professor of Accounting, could you please tell us the difference between our Accounting programme and professional training in accountancy?

A. The University programme is an academic programme which provides students with the general principles of accounting and theoretical knowledge in the field. We do not provide professional training for accountants.

Q. In that case, why did the University introduce the Internship Programme in Accounting in 1984-85?

A. The Internship Programme is designed to give students a chance to gain some practical experience to complement their theoretical knowledge. After completing the third year, students participating in the Programme will receive twelve months of formal experimental training as interns at Certified Public Accountant firms, where they will be assigned different jobs, such as accounting and auditing. However, to qualify as an accountant, students still have to take the courses offered by the Hong Kong Society of Accountants and sit for professional examinations.

Q. I remember that when the three-year MBA Programme was introduced in 1977, the number of applicants was astonishingly large. How is the situation now?

A. When the part-time MBA Programme was introduced, we intended to admit thirty students only, but we unexpectedly received seven hundred and fifty applications. As a result, we decided to increase the intake to forty-five. In recent years, the average number of applicants each year is three hundred. We plan to admit sixty students next year and if the number of applications remains more or less the same, one out of five or six applicants will gain admission.

Q. What are your expectations of the students

of business administration?

- A. Our primary concern is to determine what kind of 'end-products' the Faculty of Business Administration should produce, in other words, what kind of graduates we should like to turn out after four years of business administration education. With clearly defined objectives, we have designed our curriculum and deployed staff resources to give our students the proper training. In this way, the right kind of graduate is produced.

We are now thinking of sending someone to local secondary schools to introduce our programmes to students, who will then be able to ascertain whether our programme is compatible with their interest and offers them what they want. By so doing, we can attract more suitable students and better graduates may be turned out.

Q. *It is generally assumed that students of different Faculties have different characteristics. What, in your view, characterizes the students of your Faculty?*

- A. I am afraid no general profile can be drawn of students of the whole Faculty. There are different Departments in the Faculty and students of each Department have different characteristics. It is generally felt that Accounting students are quiet and like to sit back and operate computers, and that Marketing students are vivacious and more talkative. At interviews, we will also take into consideration the personality of students. For example, we would like to take in students who are quick and adaptable for the Marketing Department.

Q. *What are your expectations of the graduates of your Faculty? Have they lived up to your expectations?*

- A. It is generally believed that people enter the commercial world for money but, in my opinion, money is not an end in itself but a means to measure one's success. We do not expect our graduates to make a lot of money. We only want to turn out graduates who are good executives and administrators. Good executives and administrators can of course make maximum use of resources, improve working efficiency and increase productivity – all of them factors for making good profits. However, as I said before, profit can be used as a yardstick to measure success, but is never an end in itself.

When I first joined The Chinese University

in 1966, I already felt that our graduates would in a few years' time play a significant role in the commercial world of Hong Kong. On the whole, BBA graduates normally take eight to ten years to reach some higher positions in the field. As for MBA graduates, some of them already belonged to the middle management when they enrolled for the Programme and they normally take five years or so after graduation to reach the top or near the top positions.

Q. *All these years, the BA Faculty has devoted much effort to helping students find jobs. Could you tell us how you and your colleagues go about this?*

- A. We have all along spent a lot of time on this. Every year, we conduct a survey on the career interests and specialities of the students. The information gathered is a useful reference for the placement of graduates. In recent years, many companies have in fact requested us to help them in their recruitment exercise by arranging job interviews on campus, and some of them have even asked us to select suitable candidates for them to consider.

Q. *How do our graduates fare in the business community?*

- A. Graduates of the BA Faculty are quite well received by the local commercial sector. According to a survey of the Appointments Service, BBA graduates got an average of 1.9 job offers (compared with the University-wide figure of 1.6) and full-time MBA graduates received an average of 2.5 offers in 1984. The commercial and industrial sectors absorbed 81.8 percent and 96.2 percent of our BBA and full-time MBA graduates respectively.

The performance of our graduates in their jobs can best be reflected in their salary increases and promotions. According to a survey on the career development of the 1979 BBA graduates conducted by the Appointments Service, there was a salary increase of 127.4 percent over the period from 1979 to 1982.

There were altogether 382 graduates of the MBA programme from 1968 to 1984, of which thirty-four (9.4 percent) are now occupying senior positions, such as Director, Managing Director, General Manager, President, Vice-President, Economist, Sole Proprietor and Managing Partner.

Q. *What contribution has the Faculty of Business*

Administration made to the local community?

- A. The Faculty's contribution to the local community consists of the promotion of management education and community service. In the promotion of management education, the Faculty offers both degree and non-degree programmes. Degree programmes include full-time and part-time undergraduate programmes, and full-time and part-time MBA Programmes. The full-time MBA Programme consists of a General Programme and a Specialization Programme in Marketing and International Business. A doctoral programme in Marketing and International Business will be introduced in 1985-86. Non-degree programmes are often organized by the Faculty for local executives and government officials. Programmes now being offered include: a Diploma in Management Studies Programme for Hong Kong Government Employees (with a student enrolment of thirty-three); a Diploma Course in Business Management (with a student enrolment of forty-four); and a Diploma in Training Management (with a student enrolment of twenty-eight).

Individual Faculty members have also been active in serving society by providing consultancy services and conducting workshops, training programmes and seminars for firms and other institutions; serving as external examiners for academic institutions; and serving on committees of public bodies. In 1983-84, our teachers rendered services to about forty governmental, semi-governmental, commercial and other bodies. These include: the Hong Kong Management Association, the Hong Kong Society of Accountants, the Hong Kong Council of Social Services, the Hong Kong Productivity Centre, the Education Department of the Hong Kong Government, the Hong Kong Institute of Personnel Management, John Swire and Sons (H.K.) Ltd. and the Hong Kong Examinations Authority.

- Q. *The B.A. Faculty has in recent years helped China develop her management training. What in fact has the Faculty done?*

- A. The Faculty has made various efforts to help China develop her management training. We have organized training programmes for a number of units in China, conducted academic conferences and also published papers and articles on management in China, and arranged for scholars to come to the University to audit business administration courses.

As for training programmes, the Department of Marketing and International Business and the University's Department of Extramural Studies jointly organized the 'Certificate Course in Marketing and International Business for Managers of the Ministry of Machine-Building Industry'. This programme has been run yearly since 1981 and we have come to the fifth year now. Altogether 279 executives from nearly all the provinces of China have participated in the Programme. In addition to this, the Faculty organized 'Training Courses on Business Promotion' and a 'Certificate Course in Management' for the Bank of China in 1983 and 1984 respectively, in which about sixty managers participated. The Department of Marketing and International Business will organize a 'Diploma Course in Marketing Management' for China's Ministry of Metallurgical Industry this summer and the number of participants is estimated to be sixty. As for academic conferences, in 1982, the Faculty and the Institute of Industrial Economics of the Chinese Academy of Social Sciences jointly organized the 'Seminar on Enterprises Management in China', which was attended by some fifty participants. In 1984, the Faculty organized the 'Seminar on Chinese Style Enterprise', with fifty or so scholars from the U.S.A., China and Hong Kong participating. Apart from conferences, our Faculty members have carried out many research projects on management problems in China and have published books and articles on various topics in the field.

The contribution of the Faculty to China goes even further. It is worth noting that Faculty members have often been invited to advise on the development of management education in China's academic institutions, for example, Tsinghua University in Beijing and the Northeast University of Technology in Shenyang of Liaoning province. Teachers of our Faculty are also invited to present papers in Conferences held in China and lecture on management and related areas in institutions of the People's Republic of China. The number of scholars coming from institutions in China to audit courses in business administration is increasing. In 1984-85 more than ten academic institutions in China have sent people here, some of whom have expressed their wish to enrol in the MBA programme. It is expected that two will become our regular students in 1985-86.

Research Projects on Business Administration

Research efforts of the MBA Division

The following are selected topics on which research projects are currently undertaken by members of the MBA Division of the Faculty of Business Administration:

By Professor Y.T. Chung

1. Hong Kong Tax System

In the past few years, the Hong Kong tax system has undergone gradual if not drastic changes. Some of the general characteristics and underlying basic principles of the system are being challenged. While the Financial Secretary has denied that several new budget proposals have undermined the existing tax structure, others disagree. The scope of the tax in Hong Kong which is based on the concept of 'income arising in or derived from the Colony', as well as other issues such as the effects of the abolition of the interest tax and the tax on cosmetics and soft drinks are examined.

2. Inflation Accounting

Although the Hong Kong Companies Ordinance does not require a public company in Hong Kong to prepare financial statements adjusted for price-level change, the usefulness of such accounting information has been discussed extensively in current cost accounting literature. In the United Kingdom and the United States, large companies are required to give information on the effect of inflation on the company's affairs. In Hong Kong the rate of inflation must also affect the operations and financial position of a company. The financial statements of a public utility company in Hong Kong are used as a basis for adjustment to take inflation into account and the revised data are used in the analysis of the company's cash (liquidity) requirements, capital structure and profits or loss.

3. Joint Venture Accounting in the People's Republic of China

In the pursuit of her open-door policy, China has attempted to update her laws on trade and commerce. One of the areas of rapid development is joint ventures. When joint venture agreements are entered into by contracting parties, the operations of the joint venture are recorded and accounts are prepared in accordance with the terms of the agreement. To what extent the laws and practices of the joint venture are promulgated and developed are the subjects of investigation. In particular, the accounting treatments of specific items and issues which are not covered by the terms of the agreement are focused upon in the study.

By Dr. Robert Graham

1. Perceived Male/Female Managerial Personality Attributes in Hong Kong Middle Level Managers

There is ample evidence in the literature that an employment interview is neither reliable nor valid as a selection device. Researchers have found, for example, that:

- (1) Favourable information concerning job candidates is given insufficient weight;
- (2) Decisions concerning the interviewee are made very early – one and a-half to four minutes into a fifteen-minute interview;
- (3) Superficial characteristics unrelated to job performance influence interviewer; and
- (4) Interviewers form stereotypes of job characteristics and compare the interviewee to the stereotype.

This research concerns (4) the stereotyping of male and female middle managers in Hong Kong Businesses, and is an attempt to replicate Schein's study done in 1975. In this study 167 female middle managers rated women in general, men in general, and successful middle managers on the same ninety-two

adjectives. The female middle managers provided descriptions of successful middle managers that were far more similar to men than to women. His results suggested that female managers are as likely as males to accept stereotypical male characteristics as the basis for success in management.

This list of ninety-two adjectives was shortened to thirty-one and the test was administered to fifty-one female middle managers and eighty-three male middle managers in Hong Kong.

The data is currently being analysed and the study should be completed this summer.

2. Perceived Motivating Factors among Mid-level Managers in Hong Kong

There have been numerous studies reporting on motivational factors perceived as having behavioural change implications for employees. There has been intensive research done in this area and a definite rank ordering has evolved. The U.S. Department of Labour has also reported research findings based on job motivational factors important to both blue-collar workers and white-collar workers.

This study scrambled twenty factors reported in the findings of the University of Michigan and the U.S. Department of Labour. The ensuing list of job motivational factors was administered to a group of 126 Hong Kong mid-level managers for their rank-ordering. The data is currently being analysed and a report should be completed this summer. The report will compare the findings with the other mentioned studies.

By Dr. C. Steilen

1. Travel Industry Research

Having audited the marketing activities of a number of different organizations in the travel industry, it was my conclusion that the type of marketing systems being used within that industry could be described as 'quite unprofessional'.

Given this situation, a number of these organizations were then approached with regard to modification and upgrading of their systems. These organizations, located in the Philippines, Malaysia, and Hong Kong, agreed to implement some totally new concepts and systems.

The research project will now focus on the monitoring of these new systems over time to determine what effect they have on the organization. In addition, the intention is to determine which factors prevent these systems from attaining maximum efficiency, be it environmental conditions, differences in management attitudes or staff capability.

2. Telemarketing Experiment

In many other countries of the world telephone marketing is a very effective and inexpensive selling method. This approach has not been used in Hong Kong to any great extent.

As such, one Hong Kong consumer finance company has agreed to conduct an experiment to test out the effectiveness of this technique. The study is currently in process. Initial results do indicate that the technique is effective in this particular case.

By Dr. Danny S.N. Wong

1. A Comparison of Japanese and U.S. Systems for Manufacturing Control

There has been a great deal of interest recently in the Japanese approach to manufacturing, growing out of a concern for finding ways to reduce inventories and increase productivity. At this project's inception, its objective was to assess whether the Just-in-Time (JIT) system could perform well in manufacturing environments found outside Japan. Based on observations of managers visiting Japan, the project was enlarged to also assess which factors in a production environment have the biggest impact on performance — regardless of the system in use.

Guided by a panel of production and inventory managers from diverse plant environments, a comprehensive list of factors thought most important for manufacturing effectiveness was constructed. The panel established low and high values for each one. These settings were considered representative of the range experienced in the U.S. plant environments. The factor settings allowed a variety of representative plants to be tested with a large-scale simulator. Results show that JIT, when implemented in attractive environmental settings, does indeed perform exceptionally well. However, so do the more traditional systems used in the United States. Conversely, in more difficult plant environments, all systems perform much worse. This suggests that the factors themselves are the keys to major improvement. Simultaneously reducing setup times and lot sizes is found to be the single most effective way to cut inventory levels. Shop factors of particular importance are yield rates and worker flexibility. Degree of product standardization and the product structure are also high impact factors. Less crucial than earlier believed, at least over the factor settings simulated, are inventory record inaccuracy, equipment failures, and vendor reliability. Such results suggest that the selection of a production/inventory system can be of less importance than the improvement of the manufacturing environment itself.

This project was conducted with L.S. Krajewski, L.P. Ritzman, and B.E. King of The Ohio State University, U.S.A. A paper entitled 'KANBAN, MRP, and Shaping the Production Environment', which summarizes some preliminary findings, was published in 1983. The paper subsequently won the best theoretical/empirical research paper award from the American Institute for Decision Science. Further analyses are being made and the results will be published shortly.

2. Solution Procedures for the Distribution and Assignment of Traffic

Trip distribution and assignment are two important steps in transportation planning. From the observed number of trips produced at and attached to each zone, the essential problem of trip distribution is to estimate the number of trips between each pair of zones. Once the distribution has been estimated, we must assign each trip a path through the transportation network, taking into consideration traffic congestion. Thus, the output of the distribution problem is required as an input to the assignment problem. On the other hand, most trip distribution models require as input the interzonal travelling costs which usually depends on the network and the traffic assigned to them. As a result, there is a feedback effect from the assignment problem to the distribution problem. The significance of this effect will of course vary with the structure of the network and the traffic volume. Nevertheless, it is unrealistic to neglect the effect completely.

Unfortunately, owing to the complexity of the mathematics involved, trip distribution and assignment are customarily treated as though they were independent rather than related or interacting problems. Only limited attempts have been made to combine them into a global solution scheme. The most common approach is to repeatedly solve these two problems sequentially. Using the result from one problem, a new model for the other problem is formulated and solved. This iterative process is continued until convergence is obtained. The apparent disadvantage of this approach is that it is computationally very costly. A large number of problems (iterations) may have to be solved before the final solution can be obtained. A few other researchers have proposed single models for the combined distribution and assignment. These models are mostly extensions of the traditional gravity model for trip distribution. Although they are attractive from the theoretical point of view, their practical use is limited because of the difficulties in solving the resulting mathematical programme.

In a recent effort, I have shown that the traditional gravity model for trip distribution is mathematically equivalent to the dual of a geometric programme. Applying this result, better methods for the two approaches mentioned above could be established. In the iterative approach, the trip distribution model will need to be solved only once. New solutions are then *estimated* via the parametric analysis procedure in subsequent iterations. This method should reduce significantly the computation burden which has been regarded as a major drawback of the iterative approach. However, two issues will have to be resolved. First, since the new solutions to the distribution model are obtained by an estimation process, their accuracy will have to be validated. Second, the convergency of the proposed process must be substantiated. In the single model approach, a combined model based on the geometric programming framework will be formulated. Because of the flexibility of the formulation, some other constraints such as route capacity and flow dependent cost constraints can be easily added to the model. This will greatly enhance its acceptance.

A paper summarizing the results will appear in *Modeling and Simulation*, 1985.

Projects by Staff of the Departments

Apart from the faculty of the MBA Division, other members of the BA Faculty have also been very active in conducting research, and the following are descriptions of some of their efforts:

The Role of Hong Kong and Singapore in the International Financial Intermediation Process

— Y.K. Ho

Asian countries, especially the gang of four, exhibited enviable growth rate in the seventies. This trend is likely to continue in the eighties. This extraordinary growth rate has put undue pressure on the financing need of countries in the region. Such a demand for funds to fuel the growth rate has been satisfied mainly by funds outside of the region, namely Western Europe and the United States. The flow of fund from fund surplus countries to fund deficit countries is facilitated by the existence of financial centres which allow transactions of funds between different parties located in different geographic areas over the world at minimum cost.

The purpose of the research is to examine the role of the two most important financial centres or, more exactly, offshore centres in Asia, namely, Hong Kong and Singapore, in the international financial

intermediation process. Specifically, the deficit and surplus countries or regions will first be identified by examining the flow pattern of funds between the Asian-Pacific countries and the western world through the two centres. A more detailed investigation reveals that the flow pattern in the early eighties is different from that in the seventies with China emerging as a new funding source and with the United States switching to a fund user. However, this change in the flow pattern may be transitory and awaits further confirmation. The flow of funds is determined by three sets of forces, namely, the supply forces, the demand forces, and the intermediaries constraint. The research will give an analysis of each of these factors.

Two major functions are carried out by a banking system: maturity transformation and inter-bank dealings. The research also evaluate how well these functions are performed by the two offshore centres, which are an aggregation of multinational banks.

As offshore centres, Hong Kong and Singapore are actually an extension of the two main world financial centres – London and New York. Thus, the fate of these two cities will be heavily influenced by the development of the world financial market, which is rather stagnant in the eighties. However, the China dimension may give a boost to Hong Kong and the potential of the Southern Asian economies may give a major support to the Singapore centre. The research will give an analysis of the relative position of each of these two centres to other offshore Eurocurrency centres.

An Exploratory Study of Decision Support Systems

– *Simon S.M. Ho*

Traditionally, utilization of computer in organization has been limited primarily to routinized transaction processing and report generation. However, traditional computer applications involve only a structured, routine flow of information, therefore capable of supporting only a structured, routine set of decisions. Many managers have admitted that the traditional Transaction Processing Systems and Management Reporting Systems offer little help to them in dealing with fuzzy problems and unspecified information needs.

An important trend has been evident in the last few years, i.e., the movement of computer application from operational to managerial decision systems. The current developments on Decision Support Systems (DSS) seem to offer great promises for assisting decision-makers with less routine and structured tasks. In general, DSS can be described as

a computer-based interactive system which provides users easy access to decision models, data bases and user-friendly query languages. It is usually used personally on an ongoing, ad hoc basis in direct support of comparatively less structured decision tasks, such as financial planning, investment and loan analysis, merger and acquisition decisions, and price and rate analysis etc.

Furthermore, DSS represents a relatively new way of thinking and philosophy about the managerial use of computer. DSS does not deliver a product or replace the human decision-making, but is a service to help managers exploit their own abilities. A DSS should support all phases of the decision-making process: intelligence, design and choice. Because of its requirements, the development process of a DSS differs from the traditional system life-cycle approach. The end user must be an active member of the development team. The development process should be evolutionary and iterative.

In Hong Kong, a growing number of organizations are developing various decision support system, especially in the area of financial planning. DSS design is a very new and emerging concept and published studies on how DSS are developed or utilized in Hong Kong are few. The objective of the current research project is to study the design approach and the role of management in the development use of DSS in Hong Kong. It will investigate the relationship between some organizational variables and DSS success. It is also hoped that this project will contribute to the understanding of the potential role of DSS to aid managerial decision process.

Primarily data are cultivated mainly through questionnaire and in-depth interview with organizations adopting or developing DSS. The researcher will also involve in the development and evaluation of a strategic financial decision support system in an organization. The present study would also raise or amplify other DSS questions and problems, and help to guide organizations in the acceptance and development of DSS to assist managerial decision-making.

Industrial Relations In Hong Kong

– *C.M. Chang & Peter K.N. Chen*

Studies on the industrial relations in Hong Kong aim at identifying the factors that affect the industrial relations in various industries and the unique I.R. features of each of these industries. It is hoped that the findings would induce some insights into the future of the I.R. system in Hong Kong.

Surveys have been conducted in four major light industries: the electronics industry, the plastic

industry, the garment and textile industry and the toy industry. From the data obtained so far, the following observations could be made:

1. Factors which affect the industrial relations of Hong Kong industries include: monetary and financial factors, physical/environmental factors, socio-psychological factors, power-psychological factors, outside assistance factors.
2. Some factors are more or less common to all the industries, e.g. monetary and financial factors, such as wages, benefits and allowance, and socio-psychological factors, such as management's attitude towards the workers and fellowship among the workers themselves. These factors are considered essential for good industrial relations.
3. Some factors are more emphasized by the majority of the workers in certain industries, e.g. power-psychological factors such as the right to participative management seem to be more emphasized by the workers in the electronics industry. Physical-environmental factors such as easier and more convenient work are more preferred by workers in the plastic industry.
4. The degree of emphasis on certain factors by the workers seems to be affected by their age, sex, and education. One important general trend is that younger and more educated workers are more aggressive for participative management and for working rights. Male workers are more eager for power and rights than female workers.
5. Opinions of workers on certain outside assistance factors varied from industry to industry, and from one category of workers to another. Most workers generally thought that government legislation is useful in shaping better industrial relations. The Labour Department was thought to be somewhat helpful. Pressure groups were considered not effective in affecting the industrial relations. Opinions on the unions varied: some considered that unions have great potential, and some were not interested in union activities. Not many, however, thought that unions are weak.
6. A delicate 'pendulum' situation exists among the workers, the managers and the unions. The workers have no specific affinity or hatred towards the managers or the unions. This seems to indicate that both the managers and the unions would have a chance to win the workers over to their side. This would depend on the attraction or repulsion forces exerted

by the managers or the unions in satisfying the needs and desires of the workers in terms of the critical factors mentioned above.

7. In the face of the world economic changes, competition from neighbouring countries, and Hong Kong's own socio-economic changes, the four major industries have to introduce more modern technology in their production process. This would lead to a higher demand for younger and better educated workers, not only in the electronics industries, but also in other traditionally 'simple' industries like the plastic industry. Managers of these traditional industries, which have been enjoying relatively 'peaceful' industrial relations by taking advantage of the older and less educated workers, will then have to seriously rethink their strategies and policies for handling industrial relations matters.

Part of the findings have been published in international and foreign journals, in English and Japanese.

Chinese Enterprise Management in Transition

— *Nyaw Mee-kau*

China has undergone a very profound economic reform since 1978. A series of sweeping changes has been taking place in the industrial enterprises which are located mainly in the cities. This project, supported by a research grant from the Centre for Contemporary Asian Studies, focuses on the managerial aspects of the state-owned enterprises. It was recognized that enterprise management is not off limit in China's drive to modernize her industry (one of the four modernizations). So far two papers have been completed, i.e. 'Industrial Reorganization and Integration of Enterprises in Post-Mao China', and 'Developments in Managerial Decision-Making in Chinese Industrial Enterprises', the latter of which was jointly written with Dr. John S. Henley of the Department of Business Studies, University of Edinburgh. These two papers were presented at the Third International Workshop on Capitalist-Socialist Organizations in Helsinki, Finland, August 1984, and the Conference on the Enterprise and Management in East Asia organized by the Asia-Pacific Region of Organization Studies (APROS) in Hong Kong, January 1985, respectively.

In both studies, a clear trend was detected that China has abandoned ideological extremism in favour of economic, managerial and technological rationality in the process of industrial readjustment and reform. In the first paper, 'Industrial Reorganization and Integration of Enterprises', the author (1) probes

the background of China's quest for technological improvement and economic efficiency by reorganizing and integrating her enterprises according to the principles of specialization and coordination; and (2) examines the format, features and problems of the integration. Empirical evidence shows that operating 'synergy' exists in those integrated enterprises.

In the second paper, 'Developments in Managerial Decision-Making', the authors discuss the expansion of enterprise autonomy and changes in the managerial decision-making. A framework of the decision-making structure was developed and a number of severe constraints were analyzed, in particular, the changing balance of power between the factory director, the Party secretary, the workers' congress and the trade union within the enterprise. It was found that contradictions exist within the new structure of decision-making but, given a period of political stability and sustained economic growth, there should be sufficient surplus to mollify discontent.

Technical Entrepreneurship in Hong Kong: an Exploration

— *Tuan Chyau & Danny S.N. Wong*

The study of entrepreneurs or entrepreneurial spirit has always been a popular subject for researchers in management, economics, and the social sciences. Although they may be looking at the problem from different angles, most of their works have been focused on the contributions of the entrepreneurs to the social and economic system. Studies focusing on the business formation process and management problems faced by the entrepreneurs, particularly based on Hong Kong data, have been rare. For this reason, we started this project in the fall of 1982.

The objective of the study is to investigate the internal and external factors contributing to the formation of the business by the entrepreneur; the problems encountered during and after the formation; and the causes for his success. In particular, we addressed ourselves to the following questions:

1. Does a typical entrepreneur possess a characteristic which makes him different from other individuals? Under what kind of environment was he brought up? What type of people are more inclined to be entrepreneurs?
2. What are the economical and environmental factors which impress upon the entrepreneur to set up his own business? Are these factors unique to the Hong

Kong entrepreneurs?

3. Is there a general pattern from conceptualization to final formation of the entrepreneurship? Are there common problems?
4. Do the background and experience of the entrepreneur make a difference in his managerial style and vision for success?

Hopefully, answers to these questions will not only provide us with a detailed picture of the local entrepreneur, but also provide some evidence to resolve the most debated question of whether an entrepreneur really has certain special backgrounds and characteristics which make him a risk-taker, or he is just another by-product of the economic development process, or both.

With funding from the United Board for Christian Higher Education in Asia (through Chung Chi College), we spent three months during the summer of 1983 interviewing the founders of forty-six small manufacturers. A large volume of information has been gathered and analysed. Comparisons between our results and those of western researchers were made. To differentiate between the entrepreneurs and other individuals, we had also collected comparable information on fifty-six executives through questionnaires. Furthermore, in order to assess the impact of different economic systems on the result, the same questionnaires were also sent to fifty-one managers and executives of state enterprises in China.

Owing to practical reasons, we could not conduct similar interviews with founders of private enterprises of China. However, a study using similar approach had been conducted by Professor Ye Chun-sheng of South China Institute of Technology in Guangzhou. Professor Ye kindly agreed to share his results with us for comparison purposes. Hopefully this will make our cross-sectional analysis more meaningful. We expect to complete the necessary analysis shortly.

Nevertheless, based on the analysis made on the local data, the following observations can be made:

1. The local entrepreneurs come from more or less similar backgrounds as those of western countries, although they are generally younger. Their education level is above the average level of the general public of Hong Kong but still lower than those of the European or North American entrepreneurs.
2. Local entrepreneurs tend to possess better managerial experience than, although

their professional skills are quite similar to, their western counterparts before business formation. It may take a long time for the formation idea to foster, but the process will speed up once the decision to form the business is made. Substantial progress may be made in only a few months. Risk is seldom a deterrent.

3. Local entrepreneurs are mostly motivated by economic considerations. As a group, independence has been cited as the common desire.
4. Compared with executives, local entrepreneurs are more willing risk-takers. They also possess a higher sense of achievement. When asked if they are willing to be employed again, the answers are mostly negative even if the salary level is high. On the other hand, a large percentage of executives expresses a strong desire to set up their own business if and when the opportunity arises.
5. Most problems faced by the local entrepreneurs are finance-related. Less problems exist in the production area. This finding agrees with those of western researchers.
6. Both groups of executives and entrepreneurs surveyed exhibit similar views on Chinese style management. They are quite different from those hypothesized by Western management scholars. Local executives in particular do not believe that there is a lack of team spirit among Chinese managers; that rewards are based on loyalty rather than performance; and that supervisors are usually the sole decision-makers.

In addition to the above observations, which we had presented in the 1984 Seminar on Chinese-Style Management, we have completed a series of association and causal analysis of the data – something which has been lacking in most western studies. We expect to finish the full-scale comparative analysis as soon as the data from China are screened.

Enterprise Management and Industrial Relations in China

– Peter K.N. Chen

China has introduced important reforms in the area of enterprise management in the past few years as part of her modernization programme. A series of studies is undertaken to trace the development of the enterprise reform and the trends of

industrial relations in China.

Labour management greatly affects the productivity of enterprises. Under China's present social, political and economic practices, one important aspect of labour management is the relations among the factory managers, the workers and the Party Branch Committee, and, in the case of factories with foreign investments, the foreign investors. My studies therefore focus on changes in the management system, personnel practices, new roles of the factory managers and industrial democracy within the enterprises.

Enterprise management reforms in China have been carried out along the following lines:

1. Reinforce specialization and professionalization;
2. Raise the technological standard;
3. Reinforce the economic auditing system;
4. Raise labour productivity and profitability;
5. Improve cooperation between management and administration in enterprises;
6. Reinforce political, economic, managerial, technological and cultural education;
7. Implement incentive systems, reinforce spiritual and material awards, and improve work conditions and welfare of workers;
8. Implement the system of responsibility from the manager down to the grass roots;
9. Learn the advanced and modern technical and management know-how from advanced countries.

Dramatic changes in labour management are taking place in the enterprises of the Special Economic Zone (SEZ) and, more recently, throughout China. The responsibility system has been changed from Party Branch Committee leadership to factory manager leadership; the wage system has been modified, and the individual contract system is becoming more important. Managers are chosen by democratic election by the workers and under new criteria which emphasize also technical and managerial expertise. The emphasis of the changing relationship among the managers, the party cadres and the workers differs from the traditional emphasis of the Chinese labour movement, resulting in a new industrial relations pattern. The personnel management practised in the SEZ factories with foreign investment seems to have changed the attitudes of the Chinese workers working in these factories and raised productivity. This kind of personnel practices could become a model reference for factories in the non-SEZ.

The possible effects of these changes on Chinese enterprise management and China's industrial relations have been analysed and the research findings are contained in the following books: *The Labour Movement in China (1840 - present)* (in press) and

Labour Management and Union Development in China (in press). Part of the findings have been published in conference proceedings and in international and English, French, Swedish and Japanese journals.

Value and Work Incentive in China

— Irene H.S. Chow

Employment, wages and personnel systems in China have been undergoing some changes in order to catch up with her economic reform and the implementation of the four modernizations. Wage system is primarily gainsharing and it is also a major component of the whole economic system. China has increased her efforts to upgrade wages and incentive systems so as to improve worker's motivation as well as efficiency and productivity.

There are many forms of gainsharing: direct vs. indirect; government controlled mechanism vs. market forces; differentiated vs. egalitarian. China maintains a low wage policy. For the past few decades, basic wage and salary scales in all industries are established by the central authorities, according to the socialist principle: 'from each according to his ability and to each according to his work'. China's wage policy is defined as (1) predominantly indirect, (2) controlled by social economic policy, and (3) egalitarian.

In recent years, particularly since 1978, China's wage reform has changed her gainsharing patterns. Recent efforts have been made to raise the standard of living and improve productivity by adjusting the distribution of gain towards more direct gainsharing. The rationale behind this reform is that the populous tends to increase its efforts and efficiency if it can benefit directly from the results of its efforts through improved real income and standard of living.

Managerial Values and Gainsharing Forms

Managerial values and technical skills may affect the desired productivity results of a particular gainsharing system. Using Hofstede's methodology, it is possible to gain some insights into the Chinese managerial values. The following observation is based on preliminary data collected from several hundred cadres of different industries in different regions. The Chinese sample had a moderate degree of individualism and power distance, high uncertainty avoidance and low masculinity.

What are the relationships between these value sets and the motivational power of various gainsharing systems? One way of tackling this question is to theorize the congruence between managerial values

and the gainsharing forms. Clearly, the current Chinese leadership has determined to move China's gainsharing systems away from the pattern solidified over the last three decades and affectionately known as the 'iron rice bowl'. There is some concerted movement towards more direct forms. At the same time, some tentative experimentation with market mechanisms have emerged, though socio-economic ideology remains the overpowering mechanism for determining the value of contribution and related rewards. While in theory equality has prevailed in China for the last three decades, in practice wage differentials have been notable. The current policy is 'make some people rich first, then lead all the people to universal wealth'.

What kind of managerial values would be congruent with these shifts? A move towards more direct gainsharing will probably require a moderate amount of masculinity among both workers and managers; and increasing individualism and managerial power distance, at least in the sense of legitimate power, will also be required. Moving towards market determination of value may call for a considerable degree of initiative, innovation, and risk-taking on the part of management. It will also be supportive of moderate individualistic or group competition. Moving away from egalitarianism would seem to require a higher degree of individualism, masculinity and risk-taking.

It seems that the Chinese managerial values of high uncertainty avoidance and low masculinity may be incongruent with the gainsharing shifts underway. If managers are to actually manage Chinese industrial enterprises, then they may have to be selected and developed very carefully, both in terms of skills which determine the behaviour options potentially available to them, and values which will influence the choices they will tend to make among those options.

Incentive Systems

Another way of tackling the same question is to explore the kinds of incentive systems which today's Chinese managers believe would be useful in improving productivity and performance. A study was conducted in one of the China's largest cities in which forty senior managers from twenty-four Chinese organizations were interviewed. Each was asked to independently generate a list of potentially useful incentive systems and then evaluate each of these for motivational value for himself and workers under his authority. The motivational ratings were on a scale from 1-10. Twenty incentive systems were generated by them. Nine incentive schemes were mentioned five times or more, and the rank order

of the mean ratings for motivational values of these schemes is given below:

Rank Order of Mean Ratings of Motivational Values

Scheme	For Managers	For Workers
Providing better housing	1	2
Increase base pay	2	1
Award 'order of honour'	3	3
Give 'advanced worker' status	4	4
Give some choice in job selection	5	9
Travel or holiday (in China)	6	8
Year-end group bonus	7	5
Promotion	8	6
Public recognition	9	7

Other schemes mentioned included: choice of working hours, security on retirement, accumulation

of days off, spouse assigned to the same city, housing nearer work place, and study or training.

It should be noted that there was not a great deal of support for conventional forms of gainsharing among the PRC managers. Nonetheless, various forms of production bonuses, profit-sharing, piece rate are being experimented in various parts of China at this time.

Tentative conclusions

While the effects of several decades of implementing the 'iron rice bowl' social and economic system may take some time to dilute, the preliminary data and results of this study suggest that many of the conventional forms of direct gainsharing may prove to be less than optimally effective in the future. It will therefore be necessary to design incentive systems which are congruent with contemporary values, or will help to restructure the values desired for the future.

Personalia

(From 16th March to 15th May 1985)

Appointments

Academic Staff

Faculty of Medicine

- Dr. Muoi Arnold
Lecturer in Morbid Anatomy
- Dr. Chiu Pak Wang, Leo
Lecturer in Psychiatry
- Dr. Nigel Paul Salmon
Visiting Lecturer in Anaesthesia
- Dr. W.M. Chan
Honorary Clinical Lecturer in Community Medicine
- Dr. T.Y. Chau
Honorary Clinical Lecturer in Community Medicine

- Dr. K.S. Cheung
Honorary Clinical Lecturer in Community Medicine

Faculty of Science

- Dr. Cham Wai Kuen
Lecturer in Electronics

Administrative Staff

- Mrs. Lai Chan Wei Ling, Winnie
Audio-Visual Service Officer, University Instructional Media Services
- Mr. Pong Wai Ip
Temporary Executive Officer II, Dean of Students' Office, Chung Chi College

Research Staff

- Dr. Kum Wah Sang, Winnie
Research Associate, Department of Medicine

Seminars · Exhibitions

* The Department of Government & Public Administration presented:

- A public lecture on ‘**Complicated Injustice**’ by **Dr. Richard Gambitta**, a visiting scholar sponsored by the Fulbright Foundation and Visiting Senior Lecturer of the Department, on 11th April.
- A seminar on ‘**Some Aspects of the Mediation/Arbitration of Grievance and Interest Disputes**’ by **Mr. Gerald R. McKay**, Attorney at Law/Arbitrator from U.S.A., on 24th April.

* The Department of Marketing and International Business organized a lecture on ‘**Chinese Trade and Financial Market**’ by **Mr. John Chu**, Vice-President and General Manager of PRC Office, Bank of America, on 15th April.

* **Professor Chen Nianyi** of Academia Sinica, spoke on ‘**Pattern Recognition Applied to Chemistry**’ on 18th April. The Seminar was organized by the Department of Chemistry.

* **Professor Gu Chaohao**, Vice-President, Fudan University, China, spoke on ‘**Extremal Surfaces in Minkowski Space R^{2+1}** ’ on 1st May. The seminar was organized by the Department of Mathematics.

* **Professor Ye Chun-sheng**, Professor of Management Engineering Department, South China Institute of Technology and Vice-President of Management Research Association, China, spoke on ‘**Some Aspects of the Development of Individual Economics in China Based on Findings of Surveys in Guangzhou**’ on 3rd May. The seminar was jointly organized by the United College and the Department of General Business Management & Personnel Management.

* The Institute of Chinese Studies presented the following seminars:

- ‘**Archaeological Survey in Turfan, Sinkiang**’ by **Professor Huang Shengzhang**, Senior Research Fellow, Institute of Geography, Academia Sinica, on 9th May.
- ‘**The Story of Peking Man and His Culture**’

by **Professor Jia Lanpo**, Research Fellow, Institute of Vertebrate Paleontology and Paleoanthropology, Academia Sinica, on 14th May.

* **Mr. Cui Zhijin**, Department of Geography, Beijing University, spoke on ‘**The Elevation of Tibetan Plateau and Its Impact on the Natural Environment**’ on 20th May. The seminar was organized by the Department of Geography.

* The Department of Psychiatry presented a public lecture on ‘**The Role of the General Medical Council in Medical Education**’ by **Professor Arthur Hamilton Crisp**, Chairman of the Educational Committee of the General Medical Council in the U.K., and Chairman of the Department of Psychiatry, St. George’s Hospital, Medical School of the University of London, on 6th June.

* The Department of Chemistry organized a seminar on ‘**State-to-State and State-Selected Charge Exchange Reaction Dynamics**’ by **Dr. C.Y. Ng**, Department of Chemistry, Iowa State University, U.S.A., on 7th June.

* The Department of Mathematics presented a talk on ‘**Stiefel-Whitney Classes of Real Representations**’ by **Dr. Charles Thomas**, Lecturer in Pure Mathematics and Mathematical Statistics, and Fellow and Director of Studies in Pure Mathematics of Robinson College, University of Cambridge, U.K., on 7th June.

* The Art Gallery stages the following exhibitions:

- ‘**Graduation Exhibition of the Fine Arts Department**’ from 22nd May to 3rd June.
- ‘**Ancient Chinese Bronzes**’ from 14th June to 11th September. In the exhibition, bronze vessels, mirrors, weapons, seals and ornaments are displayed alongside explanatory panels and figures which aim at illustrating the various aspects of the art of Chinese bronzes. The exhibits are from the collection of the Art Gallery and private collections in Hong Kong.

Gifts and Donations

As a manifestation of their confidence in this University's development, local and overseas individuals and foundations have donated generously to support the University's research projects, fellowship and scholarship schemes, and have presented the University with equipments and books. The University has recently received the following gifts and donations:

- (1) From D.H. Chen Foundation an annual donation of HK\$120,000 for three years towards a bursary fund for needy students of the Part-time Degree Programmes.
- (2) From the Chinese Temple Committee a donation of HK\$21,600 for six scholarships of HK\$3,600 each for 1984-85.
- (3) From the French Government a donation of two-year scholarships for four 1985 graduates of the University to undertake an MBA Programme in France in 1985-87.
- (4) From the Li Ping Fund a donation of HK\$50,000 for setting up the Li Ping Memorial Bursary Fund, the accrued interests from which will be used to provide a bursary for a needy 2nd-year pre-clinical student of the Faculty of Medicine with effect from 1985-86.
- (5) From the Li Po Chun Charitable Trust a donation of HK\$54,000 for fifteen scholarships of HK\$3,600 each for 1984-85.
- (6) From Mr. Robert K.C. Li a donation of HK\$50,000 for setting up an endowment fund, the accrued interests from which will be used to establish two Li Ping Memorial Scholarships of HK\$2,000 each annually for third-year students of the Faculty of Business Administration with effect from 1985-86.
- (7) From the University of Shanghai Hong Kong Alumni Association a donation of HK\$2,500 for two bursaries of HK\$1,500 and HK\$1,000 respectively for 1984-85.
- (8) From Standard Chartered Bank a donation of HK\$24,000 for three scholarships of HK\$8,000 each for 1984-85.
- (9) From the Croucher Foundation the following donations:
 - (a) An additional grant of HK\$18,000 for Phase II of the research project on 'Physical activities, quality of life and health in densely populated urban areas' for 1984-85.
 - (b) HK\$100,000 annually for three years for the research project on 'A biochemical investigation of astrocyte membrane function' conducted by the Department of Medicine and Biochemistry;
 - (c) HK\$204,260 for the research project on 'Is the faltering of growth shown by Hong Kong infants the result of under-nutrition during weaning?' to be conducted by Professor D.P. Davies of Paediatrics for the year 1985-86; and
 - (d) HK\$224,686 also for the above project for 1986-87.
- (10) From Mrs. Lynne Driskill a donation of HK\$10,000 for promoting research at the Department of Orthopaedic and Traumatic Surgery.
- (11) From the French Government a donation of HK\$31,496.06 for a joint research with the Department of Anthropology.
- (12) From the Royal Hong Kong Jockey Club a second grant of HK\$2,385,000 for the continuation of the research project on 'Amino acid transport variation in equine red blood cells' carried out by Dr. James D. Young of the Department of Biochemistry for three years until 30th June, 1988.
- (13) From the Institute of Culture and Communication, East-West Center, Hawaii, a donation of US\$1,000 for a research project on Yao people to be conducted by the Department of Anthropology.
- (14) From the World Health Foundation (H.K.) a donation of HK\$17,000 for the research project on 'Effect of anti-cancer agents on glucose transport of tumour cells' conducted by Drs. Y.M. Choy and K.P. Fung of the Department of Biochemistry.

- (15) From Bei Shan Tang Foundation a donation of HK\$220,000 and Mr. Cheng Chi HK\$150,000 for the purchase of the collection of Sheng Hsuan-huai Papers.
- (16) From the French Government a return air-passage for an external examiner to visit the Department of Fine Arts.
- (17) From the General Medical Ltd. a donation of approximately HK\$9,500 towards the travelling and accommodation expenses for a Senior Lecturer in Surgery to attend a meeting organized by the Chinese Ophthalmology Association in Beijing.
- (18) From Glory Electro-Medical Equipments Ltd. a donation of HK\$3,700 towards the travelling and accommodation expenses for a Senior Lecturer in Medicine to visit the General Veteran's Hospital, Taipei.
- (19) From the Goethe-Institut a donation of HK\$25,000 for the Philosophy Conference on Harmony/Strife held in Hong Kong in 1985.
- (20) From the Hong Kong Heart Foundation a donation of HK\$12,162 towards the travelling grant for a Senior Lecturer in Medicine to attend the 34th Annual Scientific Session of the American College of Cardiology in Anaheim, California, U.S.A.
- (21) From Mr. Henry Hsu a donation of HK\$70,000 in support of research.
- (22) From JCG Finance Co. Ltd. a donation of HK\$3,000 for the expenses of two visiting scholars.
- (23) From the five children of Mrs. Lilian C. Lee a donation of HK\$9,210 for assisting students of the University in unexpected financial difficulties.
- (24) From Dr. S.S. Lee a donation of HK\$3,000 in support of the Lee Sheung Sun Academic Awards for the Postgraduate Hall Complex.
- (25) From the Lions Club of West Kowloon a donation of HK\$100,000 to the Faculty of Medicine, out of which HK\$50,000 are for the establishment of a 'Children's Toy Library' at the Prince of Wales Hospital for mentally handicapped children and HK\$50,000 for the purchase of aids for the rehabilitation of old patients after strokes.
- (26) From Mr. D.Y. Pong a donation of HK\$100,000 in support of the Chinese Medicinal Material Research Centre.
- (27) From the Shell Company of Hong Kong a donation of HK\$27,300 for sponsoring six students to participate in the 'Outward Bound Diploma Course – Ship'.
- (28) From the Sino-British Fellowship Trust a donation of £1,500 towards the Vice-Chancellor's discretionary fund.
- (29) From Squibb (Far East) Ltd. a donation of HK\$3,600 in support of the monthly Renal Seminar organized by the Department of Medicine.
- (30) From T.O. Ts'o & Co. a donation of HK\$6,000 for promoting research at the Department of Orthopaedic and Traumatic Surgery.
- (31) From the United Board for Christian Higher Education in Asia a donation of HK\$19,475, being the final payment of a grant for holding the International Conference on Sung China in Hong Kong.
- (32) From Professor Chan Wing-tsit a collection of recordings of Peking opera, folk music and string music made in the thirties on 78mph to the Chinese Music Archives of the Department of Music.
- (33) From Dr. and Mrs. David S.H. Leong a set of Olympus Bronchofiberscope Model BF-P10 to the Intensive Therapy Unit of the Department of Anaesthesia.
- (34) From Mr. Michael Ng Wai-man a set of Densan/80ZA Computer System with attendant video display terminal and software for research in the Department of Surgery.
- (35) From the Beijing University a set of rare books (永類鈐方) in eight volumes.



*Bronze gui with taotie and kui-dragon design; Early Western Zhou, c. 11th to 10th Century B.C.
Lent by Bei Shan Tang (Exhibition of Ancient Chinese Bronzes)*



*Bronze mirror with leaf petals on a ground of spirals; Warring States, 3rd Century B.C.
Lent by S. Y. Kwan (Exhibition of Ancient Chinese Bronzes)*



*Bronze jun with taotie design; Mid-Western Zhou, c. 10th Century B.C.
Lent by Bei Shan Tang (Exhibition of Ancient Chinese Bronzes)*