Management Expert Outlines Development of Business Environment

Dramatic changes brought about by globalization, development of information technology, and the business environment have led to the creation of a new management paradigm. The successful practices of today will most likely not work in tomorrow's environment.

Changes in the business environment and their implications for enterprises in the 21st century were discussed in a lecture entitled 'Creating a Successful 21st Century Enterprise' delivered by Prof. Jerry Wind, Lauder Professor and professor of marketing at Wharton School, whose mission is to ensure, through research and development, the quality of management research and education and their relevance to the demands of management practice and society.

Funding for Two Research Projects

The following research projects proposed by staff of the University have attracted funding from the Hospital Authority:

The Comparative Impact of Videoconsultation on Neurosurgical Health Services

Sponsor: Health Services Research Fund
Amount awarded: HK$802,845
Investigators: Prof. Poon Wai-sang, Dr. Samuel P.Y. Kwok

Adaptation to Renal Failure: The Effects of Health-related Hardiness and Optimism on Quality of Life

Sponsor: Health Services Research Fund
Amount awarded: HK$79,900
Investigator: Prof. Tsang Hing-pui

Engineering Student Awarded 1998 Rhodes Scholarship

Amanda Lee Pui-shan, a final-year student majoring in electronic engineering, has been chosen as Hong Kong Rhodes Scholar for the year 1998. Amanda will be leaving for the UK to read engineering science as a probationer research student at St. Cross College of Oxford University in October.

Amanda has demonstrated herself to be a person of immense intellectual capabilities. She has maintained an outstanding academic record throughout secondary school and university. She received eight A's in the Hong Kong Certificate of Education Examination, and has been awarded seven scholarships during her study at the University.

Amanda enjoys interacting with people from different cultures and has actively participated in overseas exchange programmes in Canada, Germany, and Turkey.

New Members of the United College Board of Trustees

D.T.C. Cheng, Prof. C.Y. Lee, Mr. Lui Che-woo, Mr. Tiang Wing-hong, and Mr. S.T. Wong have recently been reelected by the Board of Trustees of United College to its membership for three years from 1st August 1998.

The Board of Trustees also elected two new members, Mr. Charles T.K. Ho and Mr. Robert K.K. Shum, to the board for two years until 31st July 2000.

Managing director of Hong Kong Tobacco Co. and chairman and director of Global China Investments Ltd., Mr. Charles Ho Tsu-kwok is an economic affairs adviser to the Shandong Provincial People's Government, a standing committee member of the China Federation of Industry and Commerce, a member of the Ninth National Committee of the Chinese People's Political Consultative Conference, an honorary trustee of Peking University, and a trustee of the University of Foreign Economic Relations and Trade.

Associate director of C.Y. Leung & Company Ltd., Mr. Robert Shum Kai-kee serves concurrently as director of the Causeway Bay Kai-Fong Welfare Association and founding voting member of The University of Hong Kong Foundation for Educational Development and Research. He is also a member of the Chinese Chamber of Commerce, the Hong Kong United Youth Association, The Asia Society (Hong Kong Centre), and the Pacific Asia Museum at Los Angeles.
New Postgraduate and Certificate Programmes

The University Senate recently approved the introduction of six new programmes in 1998:
- Postgraduate Diploma Programme in Education (Primary)
- Postgraduate Diploma Programme in Applied Geoinformatics (part-time, self-financed)
- Diploma Programme in Office Administration and Office Technology
- Diploma Programme in Policing/Security Technology (Distance Education)
- Certificate Programme in Putonghua (Basic, Intermediate, Advanced)
- Certificate Programme in Computer Education (Primary School Teachers)

Exhibition on Art Criticism

The exhibition ‘Art Critics — The Bridge Between Audience and the World of Art’ by the International Association of Theatre Critics (Hong Kong) took place at the University Library from 15th to 22nd April. The exhibition gave a general review of the development of art criticism, which included a general introduction to art criticism, the historical and social background of art criticism, the relationship between art critics, the audience, and the world of art, and photographs of recent Hong Kong drama productions.

Profiles

The Profiles column aims at introducing new members of staff to the campus community. Contributions are voluntary. All new staff members are welcome to contribute their profiles by filling out a form tenable at their unit/departmental offices and returning it to the Editor of the CUHK Newsletter via their unit heads.

Michael McClellan

PhD

Assistant Professor in the Department of Music from 1st August 1996 (Ext. 6495); previously Ph.D. student.

Prof. McClellan teaches 18th and 19th century music history and western opera. He also teaches Western music history in the part-time degree programme and particles in the coordination of the department’s concert series.

Tony Mok Shu-kam

BSc, MD, FRCP(C)

Associate Professor in the Department of Clinical Oncology from August 1996 (Tel. 26322166); previously internal medicine and oncology consultant at the Scarborough Grace General Hospital in Toronto, Canada.

Prof. Mok provides clinical teaching to Years 3 and 5 medical students in the oncology rotation. His research interests include the clinical study of novel drugs, the pharmacokinetic study of chemotherapeutic agents, and hepatocellular carcinoma screening.

Timothy Francis Weiss

BA, MA, PhD

Associate Professor in the Department of English from 15th August 1997 (Ext. 7017); previously professor at the University of Kansas, Iowa State University, the University of Illinois at Urbana-Champaign, and the University of Maine.

Prof. Weiss teaches writing and literature. He has published articles on 19th and 20th century literature and on composition and professional communication.

John Yau Kwok-fung

BAppSc (Materials Science), PhD (Materials Science & Engineering)

Assistant Professor in the Department of Physics from 1st December 1997 (Ext. 6278); previously working at the Australian Research Council.

Prof. Yau teaches materials science and supervises research in materials science.

Sampling Units and Surveys

Fifty local secondary schools were randomly selected, with the assistance of the Hong Kong Education Department, from high, medium, and low academic performance categories according to a ratio of 15:20:15. From these schools, the responses of 30,000 students, 28,000 parents, 1,500 teachers, and 50 academic masters/mistresses, disciplinary masters/mistresses, and principals were obtained. Other subjects in the study included 850 employers in the business sector selected from lists of the Hong Kong Chamber of Commerce, the Federation of Hong Kong Industries, the Chinese Manufacturers’ Association, and the Chinese General Chamber of Commerce, as well as 500 policy-makers chosen from educational policy-related consultative bodies on the Civil and Miscellaneous List compiled by the Government Secretariat.

Between January 1993 and December 1994, the research team conducted four surveys. The first studied the perceptions and expectations of school staff, the second examined the socio-economic background and academic achievement levels of students studying in Secondaries 1, 2, 4, and 6 of the sample schools. Academic achievement was measured using an achievement test of English, Chinese, and Mathematics, designed by the researchers. The survey also studied the perceptions and expectations of the stakeholders, i.e., the students, parents, teachers, and school administrators.

The third survey, on educational processes, examined various organizational features of the sample schools by distributing seven sets of questionnaires to the different groups of personnel in the schools. The last survey, as a follow-up to the second survey, retested, using another questionnaire...
Highly Segregated School System

In the light of the overriding importance given to academic success, the researchers narrowed their analysis to school effects on students’ academic achievement. At this point, it is worth noting one distinguishing characteristic of Hong Kong’s secondary schools: they are highly segregated in terms of student ability and social class and hence, widely differentiated in their effectiveness in enhancing students’ academic achievement.

By applying Douglas Willims’ measure of segregation index (1986) on data from the second survey to calculate the ability segregation index of the 50 sample schools (Table 1), the research team found that, compared to the US, Canada, and Singapore, Hong Kong secondary schools are highly segregated in terms of students’ academic ability.

The survey also revealed significant class segregation among students, with the segregation index of the socioeconomic backgrounds of Secondary 3 students at 0.31, compared to 0.25 for the US and 0.22 for Scotland, two countries with schooling systems which are considered highly segregated in terms of the social class of their students.

Effects (and Reverse Effects) of ‘Banding’ on Educational Processes

To analyse the effects of educational processes on students’ academic performance, the research team ran a number of hierarchical linear models on data collected in the third survey. Each model takes students’ socio-economic background at both individual and school levels as antecedent variables, an aspect of educational processes as independent variable, and students’ academic achievement in 1994 as dependent variables. The statistically significant effects of the educational processes are presented in Table 2.

The findings indicate that while certain educational processes which are directly related to learning yield a positive effect on academic performance, there are also many educational processes (including teachers’ communicating instructional goals and providing incentives for students) that exert a negative effect on academic achievement. This runs counter to the usual ‘commonsensical’ beliefs about learning. The reason the researchers put forward is that there is a self-perpetuating intake-process-outcome system at work within the Hong Kong secondary school system. If these findings are reexamined and hence, reinterpreted in the light of the distinguishing characteristics of the system, they may make more sense.

The high segregation in students’ academic ability and socio-economic backgrounds among secondary schools mean that student intakes within individual schools are largely homogeneous with respect to these two criteria. School authorities thus organize their educational processes in ways that best accommodate the particular ‘band’ of students assigned to them. Most of the educational process variables yielding negative parameters in Table 2 can be interpreted as the result of low-ability student intakes. Take teachers’ instructional leadership as an example. Teachers working in classrooms with mostly low-ability students are more likely to spend time providing incentives to the students who are, by definition, not highly motivated. Hence, it is not the teachers’ act of providing incentive for academic achievement that have negative effects on the students’ achievement, but the students’ homogeneously low ability and motivation cause teachers to provide incentive.

Conclusion

The study is important in showing that Hong Kong’s secondary schools are not free and autonomous in deciding what educational processes to adopt, but are constrained by the quality of their largely homogenous student intake. Student quality has a determining effect on the schools’ educational processes, which in turn have a significant impact on the students’ academic outcome, which subsequently reinforces the schools’ “banding” and determines the quality of students assigned to them. Things are run in a self-perpetuating cycle of intake-process-output.
Wei Lun Lecture

Announcements

Wei Lun Lecture

Future for Research in Marketing?' at the University in his capacity as Wei Lun Visiting Professor.

All are welcome.

Committee Membership

Five committees have recently been reconstituted as follows:

Committee on Sexual Harassment Policy

Chairperson: Prof. H.C. Kwan (appointed by the VC)

Members:
- Ms. Wu Ka-ming (CUHK Student Union representative)
- Prof. Maria Tam (Convener of Sexual Harassment Panel)
- Prof. Lee Wing-yee, Eliza (CUTA representative)
- Prof. Joseph C.K. Lee
- Prof. Kenneth Young
- Dr. Memie Kwok (CUSA representative)

Secretary: Mrs. Amelina Wong

Nomination Committee for Academic/Professional Visitation

Chairman: Prof. Ambrose Y.C. King

Members:
- Prof. H.C. Kwan
- Prof. Joseph C.K. Lee
- Prof. Leslie N.K. Lo
- Prof. Andrew T.L. Parkin
- Prof. Wong Chak-kuen
- Prof. Leslie Young
- Prof. Kenneth Young

Secretary: Mrs. Sophia Lau

Management Board of the Hong Kong Centre of Sports Medicine and Sports Science

Chairman: Prof. Dennis Whitley (Director, Hong Kong Sports Institute)

Members:
- Prof. Chau Kin-ming (Chairman, Senate Committee on Physical Education)
- Prof. P.C. Leung (Professor of Orthopaedics and Traumatology)
- Prof. Roy C.M. Chan (Acting Chairman, Department of Sports Science and Physical Education)

Miss Hon Kwai-yue (Director, Physical Education Unit)

---

Investment Returns of Staff Superannuation Schemes

| 基金 | 1995 | 1993 | 相对纯回报
<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>增长</td>
<td>Growth</td>
<td>1.71%</td>
<td>1.68%</td>
</tr>
<tr>
<td>平衡</td>
<td>Balanced</td>
<td>1.66%</td>
<td>1.66%</td>
</tr>
<tr>
<td>稳定</td>
<td>Stable</td>
<td>1.81%</td>
<td>1.34%</td>
</tr>
<tr>
<td>银行存款</td>
<td>Bank Deposit</td>
<td>0.72%</td>
<td>0.76%</td>
</tr>
<tr>
<td>年息</td>
<td>Benchmark Return</td>
<td></td>
<td></td>
</tr>
<tr>
<td>增长</td>
<td>Growth</td>
<td>-11.04%</td>
<td>-15.07%</td>
</tr>
<tr>
<td>平衡</td>
<td>Balanced</td>
<td>-6.45%</td>
<td>-6.24%</td>
</tr>
<tr>
<td>稳定</td>
<td>Stable</td>
<td>-1.79%</td>
<td>-1.34%</td>
</tr>
<tr>
<td>银行存款</td>
<td>Bank Deposit</td>
<td>6.96%</td>
<td>6.92%</td>
</tr>
</tbody>
</table>

---

公積金計劃投資回報

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>增长</td>
<td>Growth</td>
<td>8.99%</td>
<td>7.28%</td>
<td>5.83%</td>
<td>8.57%</td>
</tr>
<tr>
<td>平衡</td>
<td>Balanced</td>
<td>7.94%</td>
<td>7.42%</td>
<td>6.21%</td>
<td>7.07%</td>
</tr>
<tr>
<td>稳定</td>
<td>Stable</td>
<td>7.61%</td>
<td>7.61%</td>
<td>7.61%</td>
<td>7.61%</td>
</tr>
<tr>
<td>银行存款</td>
<td>Bank Deposit</td>
<td>2.41%</td>
<td>2.41%</td>
<td>2.41%</td>
<td>2.41%</td>
</tr>
</tbody>
</table>

---

教職員會收到一份其課程資料使用率的統計報告。
Service to the Community and International Organizations

- Prof. Liu Pak-wai, pro-vice-chancellor, has been appointed by the Chief Executive of the HK SAR as a member of the Chief Executive’s Commission on Innovation and Technology for one and a half years from 16th March 1998.
- Prof. Ann Mackenzie, professor of nursing, has been appointed by the Chief Executive of the HK SAR as a member of the Health and Medical Development Advisory Committee for three years from 1st March 1998.
- Prof. Daniel T.L. Shek, professor of the Department of Social Work, has been re-appointed by the Chief Secretary for Administration as a member of the Commission on Youth for a year from 1st April 1998.
- Prof. Wong Tze-wai, professor in the Department of Community and Family Medicine, has been appointed by the Secretary for Planning, Environment and Lands as a member of the Air Pollution Control Appeal Board until 31st December 1999. He has recently been admitted Fellow of the Faculty of Public Health Medicine of the Royal Colleges of Physicians of the United Kingdom.
- Prof. P.C. Leung, professor of orthopaedics and traumatology, has been appointed as a member of the Independent Committee on the Universities Service Centre.
- Prof. C.W. Leung, professor of orthopaedics and traumatology, has been appointed as a member of the Committee on Research, Education, Publicity and Rehabilitation of the Pneumoconiosis Compensation Fund Board until 31st December 1999. He has recently been admitted Fellow of the Faculty of Public Health Medicine of the Royal Colleges of Physicians of the United Kingdom.
- Prof. P.C. Leung, professor of orthopaedics and traumatology, has been appointed as a member of the Committee on Research, Education, Publicity and Rehabilitation of the Pneumoconiosis Compensation Fund Board until 31st December 1999.
- Mr. Jacob Leung, director of the Department of Community and Family Medicine, has been appointed to the Medical Advisory Board for the University of Hong Kong.
- Prof. Tsoi Kiu-yuen, manager of Sir Run Run Shaw Hall, has been appointed as a member of the Advisory Board of the Provisional Urban Council for two years from 1st April 1998.
- Mrs. Mary W. Leventhal, assistant director of the Department of Community and Family Medicine, has been appointed as a member of the Advisory Board of the Provisional Urban Council for two years from 1st April 1998.
- Prof. Daniel T.L. Shek, professor of the Department of Social Work, has been re-appointed by the Chief Secretary for Administration as a member of the Commission on Youth for a year from 1st April 1998.

Information in this section can only be accessed with CWEM password.

CU Press New Book

The following book is available to staff of the University at a 20 per cent discount at the University Bookstore, John Fulton Centre:

High-rise Society: The First 50 Years of the Hong Kong Housing Society

The Hong Kong Housing Society celebrates its 50th anniversary in 1998. During the past 50 years it has provided homes to hundreds of thousands of Hong Kong people. It has also evolved in tandem with the housing needs of a developing society. Innovative architectural designs and planning have created a high-rise society to meet the demands for quality housing by an ever-expanding population and within limited space. Housing has had to reach for the skies.

Written by Robin Hutcheon, the book chronicles the achievements of the Housing Society in works and pictures, as well as the people who make it possible.

ISBN 962-201-841-6, 131 pages, hardcover, HK$190
專款修葺·專人巡查
确保校園 斜坡 安全

七千五百萬元修葺危險斜坡

七千五百萬元修葺危險斜坡

根據修葺令規定，大學須以招標形式，由名列《建築物條例》的註冊認可人士和土力工程顧問公司營造及負責地形測量和填土工程，並擬定防止山泥傾瀉及鞏固斜坡工程的計劃。建築署須提交建築事務監督審批。過程耗時甚久，直至現時爲止，校方已於スーパー六間承包商和顧問公司開始進行勘探及研究工作。他說危險斜坡由始至終至完成修葺工程預計將需時三年之久。

校方密切注視

校園發展處的簡元信先生強調，政府審查斜坡安全的標準非常嚴格，除了採用確切的數據外，亦會考慮山泥傾瀉的歷史和傾瀉量。他說根據不同情況，大學一般會將危險斜坡分為三個級別：一級即當年傾瀉量大，二級即連續傾瀉年份多，三級即坡度大。大學會根據不同級別採取不同的修葺和鞏固措施。

斜坡三百 巡査無間

簡先生又說：「校園內有超過三百個大小斜坡，根據行人流量劃分爲兩類：人流多的斜坡（如鄰近范克廉樓、志文樓及明華堂的斜坡）和人流疏落的斜坡（如新教職員宿舍後面的大石坡及鄰近體育中心儲物房的斜坡）。人流多的斜坡會優先處理。」

校方一般依據土力工程師的修葺及鞏固指引，一旦發現危險斜坡，便會立即切開，清除山泥，加設明渠疏水，並於情況在斜坡面上鋪設不同保護層如三合土或石砌墻，又或削泥以減少斜坡斜度。另外，校方還會經常巡查，所以即使部分斜坡的修葺或鞏固工程尚未完成，學生也不須恐慌。

維修與鞏固方法

簡先生解釋，斜坡的安裝程度取決於地下水位的高低、土壤的土質特性、日常保養及維修程度。一般修葺及鞏固斜坡的方法包括削平斜坡、加設明渠疏水、重新壓實斜坡土壤、以泥釘植入斜坡內至十米深以抓緊泥土，在斜坡表面栽種樹木，設置警示牌，供應商再於上三合土或加建護土牆等。他引用其中一個例子：「在聯合書院附近一個二十多米高的山泥傾瀉，我們便植入了近六百顆泥釘達到鞏固效果。」

山泥傾瀉警告牌

簡先生更強調，校方會在接獲危險斜坡修葺令的斜坡或護土牆附近懸掛警告牌，以提醒學生注意安全。他說：「在山泥傾瀉發生後，我們會立即恢復現場，並在斜坡表面栽種樹木，設置警示牌，供應商再於上三合土或加建護土牆等。」

欲查詢此等斜坡的資料，可致電物業管理處（內線六六六六）。

延聘土力工程師監察斜坡

為了進一步確保校園斜坡的安全，校園發展處特別延聘一名土力工程師——黃植禧先生，由他專責監察斜坡。

（陳偉珠，蔡世彬）
新設課程

教務處於上月中通過審查六項新課程，詳情如下：

・由一九九八年八月至九九年度，設置教育及心理學士課程
・由一九九八年九月至九九年度，設置應用心理學士課程
・由一九九八年十一月至九九年度，設置計算機科學及工學士課程
・由一九九八年十二月至九九年度，設置社會科學及社會工作學士課程

校方指出，這些課程的設置旨在滿足社會對不同方面人才的需求，並將有助於大學在未來數年內繼續擴展其學術範圍和發展方向。

藝術與景觀的橋樑展覽

"藝術與景觀的橋樑"展覽上月中旬至十二月初在大學圖書館大堂舉行，展示藝術理論的發展。

展覽以國際藝術理論家為主題，內容包括藝術理論的導論、藝術的特性和社會背景，藝術漸進的結構和定位，以及香港藝術創作和態度等。

廣資料庫：

1. 本科畢業生就業情況令人滿意

中大一九九七年全日制本科畢業生就業情況令人滿意，畢業生滿意度達百分之八十四，續讀升學者佔百分之十二，只有百分之二的學生仍在尋覓合適工作。

投身商界的在職畢業生百分之七十二，其次為教育界（二十五點五％），與一九九六年大致相若。

他們的平均月薪（不含兼職金額）為二千五百八十八元。

2. 業務電話:

・微機系統及網絡 丘智華女士 內線八八二三
・UNIX 系統 甘國昌先生 內線八八三六
・IMSL 軟件管理系統 黃婉芬女士 內線八八七一
・校務管理系統 梁志倫先生 內線八九九零
・學生事務及辦公系統 張志偉先生 內線九零五八

結構資料庫

・微機系統及網絡 丘智華女士 內線八八二三
・UNIX 系統 甘國昌先生 內線八八三六
・IMSL 軟件管理系統 黃婉芬女士 內線八八七一
・校務管理系統 梁志倫先生 內線八九九零
・學生事務及辦公系統 张志偉先生 內線九零五八

圖像資料庫

・攝影資料室 賴敏教授 內線九零三五

電腦設施資訊

在香港中文大學出版事務處出版

中大通訊 第一二六期 一九九八年五月四日 2

編輯有權刪改及決定是否刊登來稿，不欲稿件被刪者請預先聲明。
下世紀的成功企業

工商管理碩士課程上月十七日假灣仔會議展覽中心四零一室舉行利豐工商業講座，由美國賓夕法尼亞大學市場學講座教授Prof. Jerry Wind主講「創造二十一世紀成功企業」。

Prof. Wind是知名的市場及管理學專家，也是長大商學院管理學的創始人之一。該院透過研究來提升管理學的教育素質，以配合社會的發展和改善管理實務。

Prof. Wind在講座上討論企業如何面對商業環境的改變以及如何利用因變革而衍生的機會，開創新穎的度身訂造產品及服務。他還討論了利用資訊技術和訊息系統的應用策略。

又一中大學生當選羅德學人

電子工程學系應屆畢業學生李佩珊當選一九九八年度香港區羅德學人，也是該系三年內第二位得獎者。

李佩珊的學術表現出色，深得教師讚賞，曾贏取七項獎學金。她於一九九四年以交換生身分到加拿大卑詩大學修業一年，其後便申請歐洲交換計劃，分別到英國和德國實習及進修德文。她將於今年十月到牛津大學聖十字學院深造，開始博士生之研究工作。

羅德獎學金是根據已故施素羅德爵士的遺願而於一九零二年設立，頒予世界各地優秀年青學人，由一九八五年起設香港區名額，每年一名。該獎學金每年將近二十萬元，得獎者必須在英國修業兩年。

新亞林耀明夫人堂揭幕

新亞書院上月十四日舉行藝術館林耀明夫人堂揭幕儀式，由林耀明先生伉儷與新亞書院院長梁秉中教授主持，出席嘉賓包括大衆傳媒代表及學生等。林耀明先生為香港著名商人，捐資新亞書院成立「林耀明夫人教育基金」，繼續支持新亞學生活動。

亞洲翻譯研討會

約二百名來自香港、內地、台灣、日本、南韓、馬來西亞、泰國及澳洲的翻譯學者，上月出席本校翻譯研究所和台灣輔仁大學翻譯及傳譯學研究所合辦的首個亞洲翻譯學術研討會，討論亞洲各國翻譯的傳統和當代發展，以推動區內的本土翻譯研究並促進國際合作。

政府對高等教育的意見

根據一份調查顯示，中大校友最關注大學修業年期和各教育階段的銜接問題。該調查於去年十二月進行，由中大評議會常務委員會主持，收集校友對香港特別行政區行政長官首份施政報告有關高等教育問題的意見。問卷隨《中大校友》第十二期發出，共收回一千四百七十三份，回覆率約百分之四點四。

調查工作小組召集人殷巧兒女士說，回覆者認為大學生的語文問題最值得重視，而對提高大學生語文能力的方法則意見不一。他們也認為大學本科課程一般修業四年最為合適；各教育階段的銜接以六年小學、三年初中、三年高中、四年大學最可取。

聯合書院校董

中大通訊 1 第一二六期 一九九八年五月四日