



The Bulletin

The Hong Kong General Chamber of Commerce



"FEBRUARY 1970"

Cover picture: Manufacturers are trying every possible means of making the utmost use of plastics. Here they come up with the novel idea of glueing pieces of plastic squares together to make beautiful lamp shades. This heat-resistant plastic lamp shade became runner-up in the recent design competition organised by the FHKI.

In Brief

News and announcements from Hong Kong and abroad

□ Mr. G. M. B. Salmon, Vice Chairman of the Chamber, is now **acting as Chairman** during the brief absence of the Hon. Michael Herries, O.B.E., M.C. Mr. Herries is currently on a business trip to Australia, he is expected to be back on 28th February, 1970.

□ The Chamber has been advised that the Hong Kong Trade Development Council will send a delegation to West Germany to participate in the **85th Dusseldorf International Fashion Fair** to be held from 26th-30th April, 1970. If you are interested in joining this delegation, write to The Executive Director, Hong Kong Trade Development Council, Ocean Terminal, Kowloon. There is only a limited amount of space available and products are confined to Teenage and Women's high fashion, casual wear and accessories.

□ The Chamber will hold its **Annual General Meeting** on Tuesday, 7th April, 1970 at 5.00 p.m. The meeting will be followed, for the first time, by a cocktail reception for members of the Chamber to get together and to get to know each other.

□ **Hong Kong trade statistics** for the period of January — December, 1969 analysed from the published figures of the Census and Statistics Department are now available to members. These include H.K. Overall Trade, H.K. trade with U.K., U.S.A., Canada, West Germany, Sweden, Norway,

Denmark, Switzerland, Belgium/Luxemburg, Italy, China, Japan, Australia, Netherlands, New Zealand, South Africa, France, Austria, Portugal, Finland, Spain, Singapore, Indonesia, Taiwan, Philippines, Republic of Korea, India, Thailand, Pakistan, Malaysia, Dominican Republic, Chile, Peru, Algeria, Ghana, Nigeria, Kenya, Argentina, Haiti, Tanzania, Sudan, Kuwait, Lebanon, Saudi Arabia, Aden, Brunei, Libya, Zambia, Panama, Mexico, Venezuela, Colombia, Nicaragua, Ecuador, Costa Rica, Guatemala, Uganda and Greece.

□ Horner, Walter & Company 530 West Sixth Street, Suite 503, Los Angeles, California 90014, U. S. A., offer **market research and consultant services** to members who are considering developing their sales to the West Coast market of the U.S.A.

Mr. Eric J. Walter, one of the founder partners of this company, served on the Chamber staff in 1965 with special responsibility for developing business opportunities for members of trade missions visiting Hong Kong.

Members interested in making use of the services of this company are requested to contact Mr. Walter direct at the above address.

□ A limited number of copies of **country reports** on Asia (Japan, Malaysia, Singapore, Kuwait, Dubai, Abu Dhabi, Bahrain and Qatar), Africa (South Africa) & Australasia (Australia), Europe (U.K., W. Germany, France, Italy, Belgium, Nether-

Continued

lands, Austria, Switzerland, Sweden, Denmark, Norway, Finland) and the Americas (U.S.A., Canada, Panama, Mexico, Venezuela) prepared by the Hong Kong Trade Development Council is available to members at the Chamber on a first-come-first-served basis. Members interested please apply in writing to Mr. W.S. Chan, Business Promotion Department, Room 936, Union House, Hong Kong.

□ To help manufacturers overcome the current shortage of labour in industry, the HKMA is offering an intensive "Training Course for Industrial Supervisors" to provide industry with well-trained supervisors.

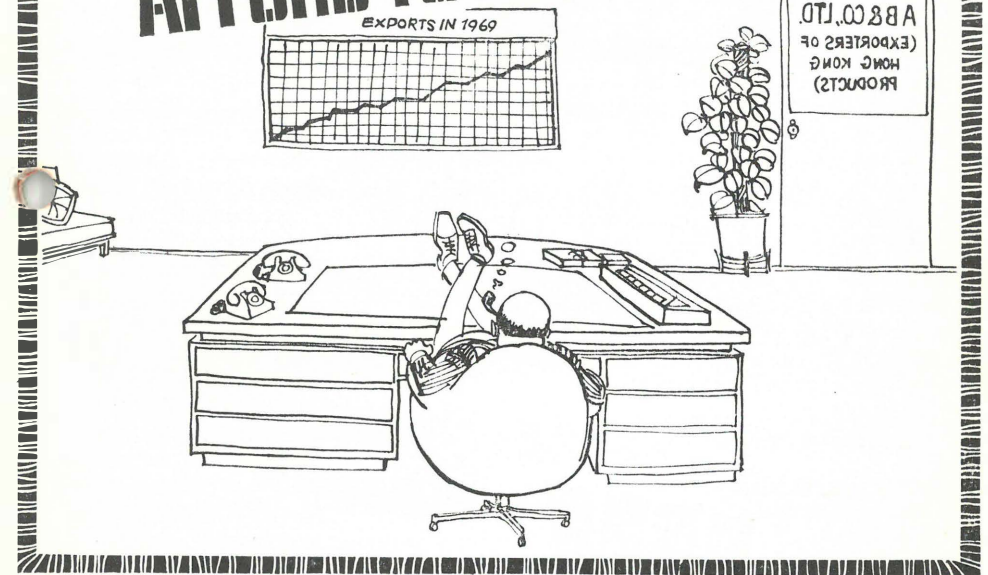
The main objective of the course is to teach the principles of supervision and modern management techniques to existing or potential supervisors, who after successfully completing the course are able to contribute efficiently and effectively towards increasing productivity and prosperity of the company.

The course, which will be given in Chinese, will last 5 weeks commencing 16th March, 1970 to 23rd April. The fee for the course is \$400. For enrolment please write to the Secretary, the Hong Kong Management Association, United Chinese Bank Building, 13th floor, Hong Kong.

□ Mr. Morton Bach, Special Representative of the Director, Foreign Assets Control, Treasury Department, American Consulate General, Hong Kong, has advised the Chamber that the United States Treasury Foreign Assets Control Regulations now authorize American-controlled business enterprises and banks located in foreign countries to engage in non-strategic trade and financial transactions with the People's Republic of China and to deal in merchandise originating in Mainland China or presumed to originate there, subject to certain restrictions. Transactions in US dollars continue to be prohibited. The export to Mainland China of US origin goods and technical data and the import into the United States of commercial shipments of Mainland Chinese origin goods also continue to be prohibited. Commercial shipments of presumptive goods from Hong Kong continue to require Comprehensive Certificates of Origin for import into the United States.

□ Longman Group (Far East) Limited has published a book "Japan Miracle '70", a comprehensive and authoritative review. Members who wish to obtain copies are invited to apply direct to Mr. D. Atkins at Longman Group (Far East) Limited, Taikoo Sugar Refinery Compound, Quarry Bay, Hong Kong.

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The Bulletin

The Hong Kong General Chamber of Commerce

Chamber Mission to UK

First, may we wish all Member companies **Kung Hei Fat Choy**. If the year of the Dog proves as successful as the year of the Cock, few of us will have reason for complaint.

In an attempt to help to create a prosperous new year business-wise for at least some Member firms, the Chamber is now actively planning a trade mission to the UK for the coming Autumn. Members interested will shortly be meeting to discuss plans in greater detail.

The Chamber believes that to be successful the mission must combine both buyers and sellers, but with an emphasis on selling. However, in view of the large number of UK selling missions that have visited Hong Kong in recent months — which by all accounts have met with considerable success — it might be asked why the Chamber has not gone all out for a selling mission? Surely the UK has done well enough in Hong Kong to allow us to regain some ground?

The General Chamber, like virtually all Chambers of Commerce, endorses the principle of two-way trade. Unlike some of the world's politicians, we do not believe in sheltering an economy behind protective barriers.

Our practical reason for opting for a two-way mission is a matter of public relations. Hong Kong enjoys a size-

able surplus on its trade with the UK and has done so for the past few years. To seek to increase this surplus still further, without at the same time being willing to give a little in return, would be to play directly into the hands of our critics in the UK.

The dissemination of anti-Hong Kong propaganda is the first and principal weapon of our critics. And if this propaganda reaches significant proportions, it may even prompt the authorities into restrictive action.

We were advised that a hard-sell exercise by Hong Kong could arouse the antagonism of the 'sweat-shop-labour - undercutting - the - wages - of - British-workng-men' brigade. The role of the press and television are perhaps more powerful in the UK than in Hong Kong, and, journalists being what they are, it is easier for them to respond to strong blustering criticism than to a more reasoned, quieter case. But if Hong Kong can turn round and say — look, we are here partly to pay your prices for your goods and thus put money into the pockets of British working men, the opposition has the ground cut from under its feet.

And there is of course another benefit — the people of Hong Kong have just as much right to buy British goods, if price and quality are right, as British people have to buy Hong Kong goods.

Chairman: Hon. Michael Herries, O.B.E., M.C.; *Vice Chairman:* G. M. B. Salmon; *Secretary:* J. B. Kite; *Assistant Secretary:* R. T. Griffiths; *Business Promotion:* S. L. Chung, W. S. Chan, A. Chung, P. Choy, Miss C. Fung; *Certification:* A. C. C. Stewart, F. M. Castro, H. Cheng, W. K. F. Wang, C. T. Wu; *Public Relations:* Harry Garlick, Miss B. Chiu; *Membership:* C. Tsang; *Office Supervisor:* V. Wong.

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The role of Chambers of Commerce in government decision-making

The following article was prepared for the International Bureau of Chambers of Commerce, in order to clarify the ways in which Public Authorities and Chambers can co-operate with greater benefit to the whole community. In writing his paper, the author, M. Dominique Bagge, of France, had in mind of course the nations of the free world with democratic governments. Consequently some of his remarks do not apply directly to a region with colonial status, such as Hong Kong. The article is published here to coincide with the visit of Dr. Bharat Ram, President of the ICC. It gives an excellent outline of some of the functions of a Chamber of Commerce.

By their very nature, Chambers of Commerce and Industry are among the principal intermediate bodies between government, on the one hand, and industrialists and traders, on the other.

Their function is to advise the public authorities on all economic matters by voicing the views of trade and industry as a whole in their districts.

Accordingly, it would seem to go without saying that Chambers of Commerce and Industry should be able to play a part in any decision-making process involving economic problems.

Means of co-operation

Co-operation between the public authorities and the Chambers of Com-

merce and Industry can take several forms. These include:—

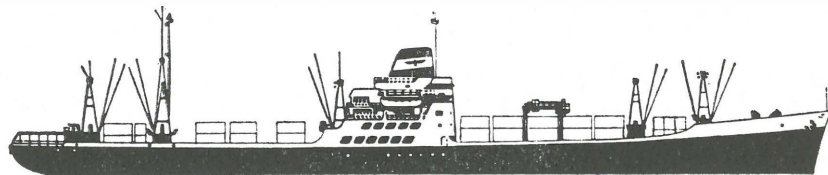
Hearing granted by the Head of the State or the Prime Minister or other Members of the Government to the Officers of the National Association of Chambers of Commerce or of a given Chamber of Commerce. This sort of interview is necessarily brief and its scope general. It is valuable especially when the business community wishes to make known its views on certain broad issues, or call attention to an overall situation linked to business trends.

Advice given to public authorities on the initiative of the Chambers of Commerce. Their action can take the form of a letter or recommendation to a Minister, of a statement to the press or a programme outlined in a speech.

Participation by Chamber of Commerce representatives in committees, councils, or commissions either with decision-making powers or with consultative status. Their representation can take a variety of forms: appointment in his professional capacity of the President of the National Association of Chambers of Commerce, appointment of a member of a Chamber of Commerce, appointment by the Chambers of Commerce of a non-member, proposal of names for approval by the Minister who reserves the right to veto or select, etc.

The type and role of the bodies in which Chambers of Commerce and Industry are represented vary widely: national bodies with an economic or social function, permanent or ad hoc commission enabling the administra-

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tion, and business representatives to compare their views on all aspects of economic life.

Apart from these official methods of co-operation making use of pre-established structures, relations between Chambers of Commerce and administrations can, depending on the problems concerned, take much less official but often highly effective forms based on personal contact, the exchange of ideas generally occurring when a given policy is being defined or a text is being drafted.

Areas for action

Once it is agreed that the Chambers of Commerce and Industry play a consultative role vis-à-vis the public authorities, in the economic field taken in its broadest sense, it is worth outlining the principal areas in which the action of Chambers of Commerce is or should be most effective.

Financial policy. Since industrialists and traders are the largest users of credit facilities, it is only right that the government should cooperate with them in defining its credit policy. In a broader sense, their contributions, both direct and indirect, to tax revenue should entitle them to express an opinion on all aspects of the national financial policy.

Productivity. It is an inherent part of the role of Chambers of Commerce to be associated with the work of the bodies in charge of studying and improving productivity.

Economic surveys. Since business firms are most closely affected by

analyses and forecasts of economic trends, it appears desirable that Chambers of Commerce and Industry work closely with the competent authorities so as to promote a more practical exploitation of the statistics which the Chambers are able to provide, thanks to the privileged position which enables them to collect information from those involved.

Foreign trade. Chambers of Commerce acting together are especially well equipped to take initiatives on matters which might be embarrassing for the public authorities. In this connection the Chambers' role in disseminating information is of great importance. Often they run international fairs, which stimulate world trade. They ensure the operation of such international systems as the ECS and ATA carnet regime. Finally, thanks to their numerous international contacts, Chambers of Commerce foster the creation between industrialists and traders of a genuine community of interests and ideas, which in turn influences their action vis-à-vis their respective governments.

But, aside from such general action, the Chambers of Commerce play a direct part in certain government decisions relating to foreign trade; in certain countries, for instance, they have to state their position on the allocation of import quotas or on the allotment of credit guarantees for export operations. Although their role in such matters is only a consultative one, it is no less weighty in point of fact, because of its influence on the attitude of the authorities.



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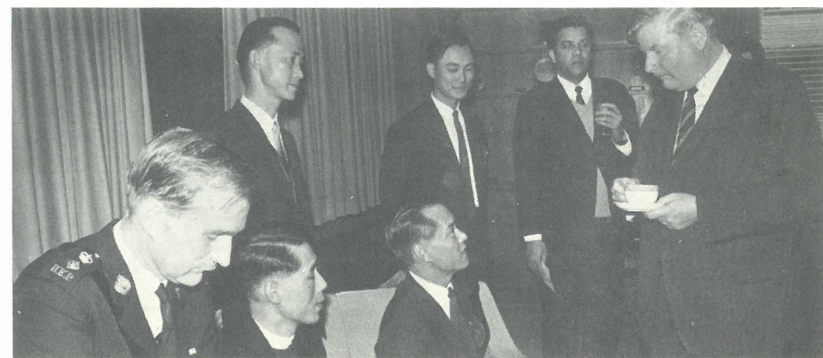
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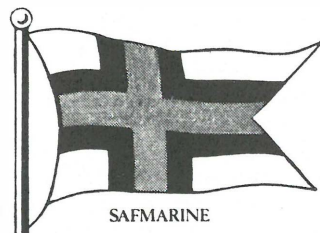


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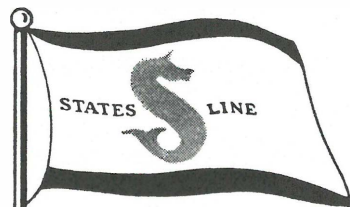
- (A) Dr. Bharat Ram, newly elected president of the International Chamber of Commerce, who recently visited Hong Kong.
- (B) Members of the Italian Trade Mission, led by the Hon. Lorenzo Isgro, called on the Chamber for business discussions. Mr. J. J. G. Brown, who chaired the meeting for the Chamber, is seen here showing the Chamber's Annual Report to Mr. Isgro.
- (C) Mr. James Law (4th from left), leader of the National Children's Wear Mission and Mr. R. A. J. Goode (2nd from left), of the British Menswear Guild Mission, accompanied by Mr. J. K. Blackwell (left), British Trade Commissioner, called on the Chamber during their recent visit to H.K.
- (D) Mr. Clement Tsang, 28, recently promoted to Assistant Secretary by the Chamber. Mr. Tsang takes over responsibility for the Membership Department.
- (E) Mr. Bill Manson, Resident Representative of the T. D. C. in Australia, who recently visited H.K., gave a talk on "Trade with Australia" to members of the Chamber at City Hall.
- (F) Pre-Employment Workshop:—
Mr. J. B. Kite, Secretary, talks to students of the Chinese University at the Pre-Employment Workshop organised by the University appointments Service. Mr. Kite acted as Chairman of the Panel on Commerce and Industry.
- (G) A presentation of cheques to officers injured during the 1967 disturbances from the Chamber's Special Relief Fund took place on January 28, 1970. The Hon. Michael Herries, Chairman, officiated.



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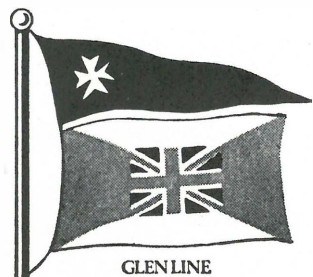
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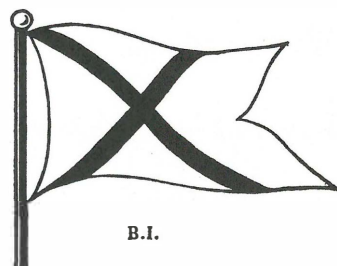
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Legal studies. It is of prime importance that the Chambers of Commerce and Industry be not only consulted on, but also, in as far as possible, associated with all reforms concerning trade legislation or regulations (company law, bankruptcy, patents, commercial courts, etc.). It would even be highly advisable that they are enabled, as often as possible, to submit proposals in this area.

Social questions. As employers of labour, the members of Chambers of Commerce and Industry are those most directly interested in the drafting and application of national laws on social matters, and in the management of bodies in charge of financing and operating systems of family allowances, social security, health insurance, etc. Similarly, their participation in the work of bodies concerned with labour relations proves very useful.

Regional and town planning. When it is planned to create shopping centres or industrial zones, the Chambers of Commerce are well qualified to give advice based not on special or local considerations, but rather on the general interests which it is their responsibility to represent within their respective district.

Transport regulations. The Chambers of Commerce and Industry should be associated with the elaboration of all draft regulations relating to transport, whether by road, rail, inland waterways, sea or air. They should be represented on all councils, boards, committees, consortiums, associations or companies in charge of studying transport problems, whose solution is

so directly connected with the economic activity of the country.

Postal and telecommunication services. The systems of transmission of the written and the spoken word are so vital to economic life that both their present conditions of operation and changes to be made thereto should be discussed with those who are most often the largest users of these facilities.

Education. Whether in professional training, technical or business instruction as such, on an advanced or on a lower level, or in refresher and re-adaptation courses, most Chambers of Commerce have acquired experience which makes it indispensable to consult them where teaching is concerned. Consequently, contacts with the national education authorities are indispensable, both for the exchange of experience and the coordination of efforts.

The International Bureau submits the following recommendations to Chambers of Commerce:

In order to play the role to which they are entitled, Chambers of Commerce should ensure that they are ever more fully representative of trade and industry as a whole and that their capacity for adjustment continually allows them to focus on the topical and foreseeable aspects of the evolution of the economy.

Consequently, the Bureau urges the Chambers of Commerce to be ever more conscious of their role as partners in economic decisions and activities on the multinational scale.

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Pick of the Press

The following article, published in The Times for January 26th was submitted by Joe Roeber, Times staff writer at present undergoing a management course at the Massachusetts Institute of Technology.

Any PH. D. STUDENT setting himself to write a thesis on "manager as hero" would have a thin time of it. Managers are villains or at best lay figures in literature.

Managers have a definitely inferior position in literature. It is worth speculating why this is so. A resentful society getting its own back on the bosses? The instinctive dislike by artists of bureaucrats? My own guess is that, just as soap — being ineluctably a work-associated product is nearly impossible to advertise convincingly in terms that make it attractive, it is hard to present a manager in attractive terms just because of what he does: bossing people around. That is what most people think he is there for.

Natural Style

I suggested in an earlier article that the "natural" style of management in a hierarchical organization is authoritarian. If the organization is regarded (which, for some purposes, it can be) as a machine for processing information, this can be seen as a device for reducing the amount of information to be processed: the flow between manager and subordinate is one-way — downward. But the manager's freedom to adopt the "natural" style is severely constrained — by the task, the type of organization and the labour market.

Amitai Etzioni has typified organizations according to the kind of authority exercised as coercive, utilitarian, normative and mixed. Coercive organizations are self-explanatory; concentration camps, mental hospitals and the rougher trade unions are examples. Utilitarian organizations are based on rational-legal authority and achieve their internal ends through the use of economic rewards: business is the obvious example. In normative organizations, the ends are achieved through the use of membership, status and intrinsic value (of the task) as rewards: political parties, hospitals and professional organizations.

Coercion

If the natural system of hierarchical organizations is authoritative, one might expect industrial organizations to tend towards the coercive pattern when conditions make it possible. And indeed, in the Britain of the Industrial Revolution and the America of the Robber Barons era the industrial organizations were coercive.

The evolution continues. It may be less and less possible to buy compliance from the workforce solely with economic rewards, in the face of low unemployment and a rising general level of skills. Etzioni typifies the types of involvement associated with the different styles of power and authority as alienative (coercive), calculative (utilitarian) and moral (normative).

Douglas McGregor, following Burns in perhaps the best-known typology of

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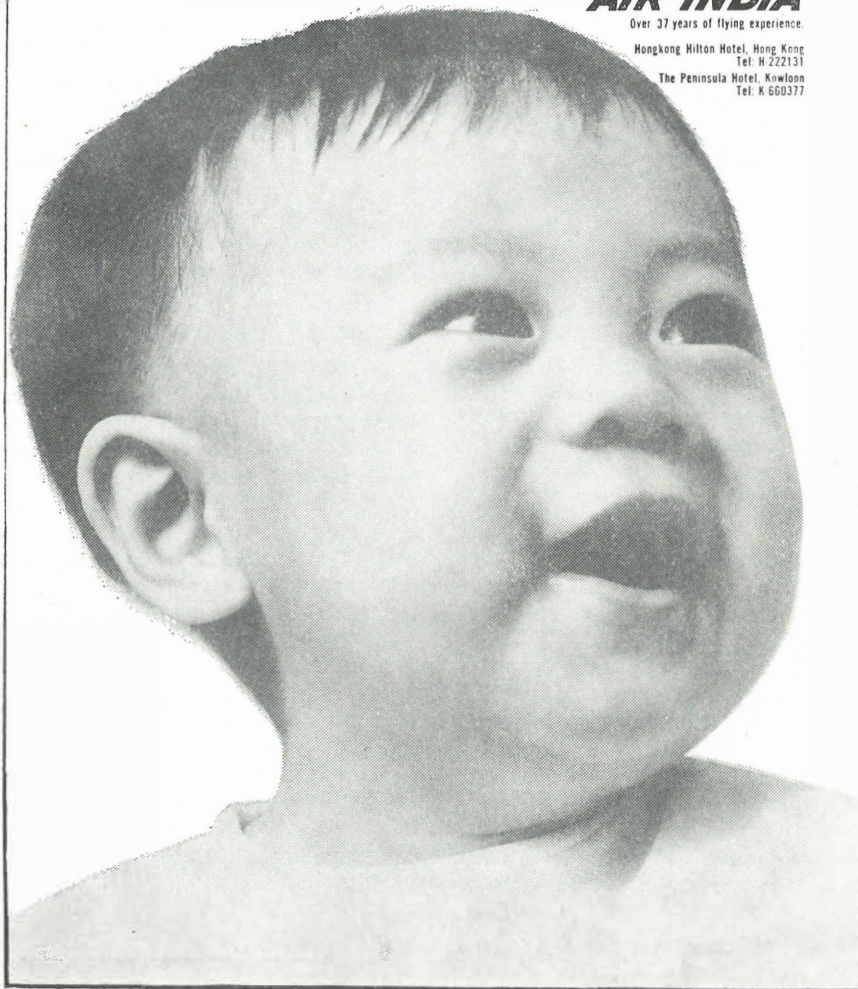
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management style, attacks the problem from quite a different angle. He started from the hypothesis that a manager's style is the product of his assumptions about people. Rather than provide labels for the main types, which would be implicitly evaluative, McGregor called the extremes "Theory X" and "Theory Y".

Basically lazy

The Theory X assumptions are grouped round a model of rational-economic man. Crudely, they say that man is motivated by the economic incentives which provide the organization with the means to manipulate its employees; man is basically lazy, irrational and incapable of self-discipline; his natural goals are in opposition to those of the organization which must be designed to neutralize and control his feelings. McGregor said that Theory X assumes that men are divided into two groups; those described above and a small group of disciplined, self-motivated men thus equipped to manage the rest.

The management strategy that follows from this set of assumptions has been summarized in the four functions: plan, organize, motivate and control. As Ed Schein says in his excellent booklet, *Organizational Psychology*, the burden for organizational performance thus falls entirely on the management; employees are expected to do no more than the incentive and controls systems encourage and allow.

The Theory X manager will interpret his role as superior as just that; he does not welcome suggestions nor does he

believe in telling his subordinates more than he has to: when confronted by conflict he will either steamroller it down or capitulate to appease his opposition; when something goes wrong his main concern is to identify the culprit and punish him. Described in these terms, he is a cardboard villain, admittedly, but a recognizable type nonetheless.

Complex view

The assumptions clustered around Theory Y take a more complex view of man. They say that he is, given the chance, capable of being mature on the job and seeks to be so — which requires the exercise of independence. He seeks satisfaction in his work, is primarily self-motivated and will voluntarily align his goals with those of the organization. A great deal of research into organizations, management and motivation supports the "Y" group of assumptions.

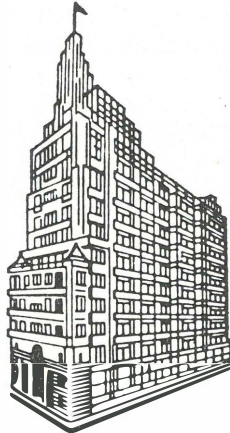
Schein sees a hierarchy of complexity in Y-type assumptions: social man, self-actualizing man and complex man. The main value of the "complex" model is that Schein does not suggest that there is any one style of management which — for moral or commercial reasons — is best. Rather, "the successful manager must be a good diagnostician and must value a spirit of inquiry", adapting his style to the circumstances.

Resoundingly obvious, one might say — yet valuable, since the main temptation of theorizing in this area is that of erecting a vast monolithic system on a tiny insight.

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中文簡摘

工商業總會組織之特質

工業和商業總會的本質，是溝通政府與工商界人士關係的橋樑；其工作主要是向政府傳達工商界的意見。

合作方式

工商業總會與政府合作的方式有以下幾點：

(1) 國家元首或總理或其他政府官員與國家商業總會作簡短而又廣泛的會談。當商界人士欲表達其對政府某些措施或某些商業趨勢的意見時，此種方式尤覺重要。

(2) 各商會可透過直接寫建議書給政府官員，或發新聞稿，或演講等方式而向政府提供建議。

(3) 賦予商會代表以決策或諮詢權力去參加各種委員會，會議或代表團等。

(4) 由於工商業總會所代表之團體的種類廣泛，有經濟性的、社會性的、永久性的、或臨時性的，因此政府和商人代表可比較一下他們在經濟生活方面的意見，以供政府各委員會參攷。

(5) 除以上的官式合作方法外，政府與商會人士可以通過個別接觸，交換意見等形式而得到更佳之關係。

工作範圍

工商業總會在經濟方面對當局所負責之工作，大致為諮詢服務。其範圍包括：

(一) 協助政府釐定信貸、稅收、和其他國家財務政策。

(二) 與有關機構共同研究和增進生產力。

(三) 與當局合作，盡量改善統計數字之運用，冀能作出較佳之經濟分析和預測，因為商行很受此等分析和預測的影響。

(四) 在國際貿易中，有些事情可能使有關政府感到處境為難。解決此種問題，便

是工商業總會的工作之一。

(五) 商會亦可直接影響政府的貿易決策。譬如在分配入口限額和作出口信用保證時，便要表明其實況。雖然他們的工作只是諮詢，但仍有左右政府態度之能力。

(六) 提供有關貿易和商業方面法律改革之建議。

(七) 工商業總會的會員，也是勞工的僱主，在推行家庭津貼、社會安全、健康保險等政策時，無形中也解決一些社會問題。

(八) 在區域和城市設計中，商會可代表當地的大家而提出意見。

(九) 參與訂改交通規例和郵電服務。

(十) 向訓練專業或工商人才者提供諮詢服務。

最後，國際商會總會提出兩點值得注意的建議。

第一，政府和商會之合作結果，應能使工商人士瞭解經濟政策之鵠的及施行方式。為此，商會應獲准參與影響工商界之政府決策工作。

第二，商會本身應使其能盡量代表工商界，調整其適應經濟進化之能力，與及認識其在有關國際貿易之經濟決策和活動的地位

一九六九年度——

貿易統計分析發表

本港去年度一至十二月份貿易統計分析，已由統計處發表，會員可到本會索閱。

此項統計分析，包括本港對外全部貿易，計有：英國、美國、加拿大、西德、瑞典、挪威、丹麥、瑞士、比利時、盧森堡等。

貿易與工業諮詢局簡介

一九五四年一月一日，柏立基爵士將以前「貿易與工業諮詢委員會」改組成為「貿易與工業諮詢局」。

該局原有成員十人，代表工商界及服務行業（如銀行、會計等），而主席一職，由工商業管理處處長擔任。但一九六九年四月，成員人數增至十二人。

該局每月至少聚會一次，其功用在向工商處處長提供一切影響香港工商業之政策的諮詢服務。

該局成員除一人由本會提名外，其餘均由港督任命。任期定為一年，但任滿後可獲重新委任。工商處之商業關係組負責該局的秘書工作。

該局之工作，基本上是有關全面性的政策。它並無直接權力。工商處處長可不接受該局的意見，但通常在處理重要政策時，他會徵求該局的意見。

一九六九年，該局所涉及到的事情很廣，包括英國加入共同市場之申請，聯合國貿易與商業委員會之政策，簽證文件之劃一化、出入口法案、蒐集統計數字之政策，與及關稅和限額會談等。

最近，該局又參與釐定貿易宣暫遲緩之懲罰，及討論在葵涌建設標準貨箱中心和公制化對香港的影響等問題。

所有為工商處編印之報告書，在完全印行之前，該局可獲先觀之權利。

遇到較複雜的問題時，該局可設立委員會以研究有關問題，而委員會須向該局報告其工作結果。

但由於香港經濟發展迅速，工商業問題也增加得很快，尤其是涉及促進出口貿易方面的，所以，該局與其他機構（例如本會）討論設立一專門機構，因而產生「貿易發展局」。不過，該局仍然關心出口貿易，只是其着眼處乃在全面的政策，而非日常的促能工作底設計。

由於本會與該局有密切聯繫，會員若有意見，可通過本會而在該局獲得考慮。

本會擬組貿易團訪英 行期為本年秋季

本會計劃在今年秋天組織一個貿易團前往英國，該團將包括出入口商，特別是出口商。

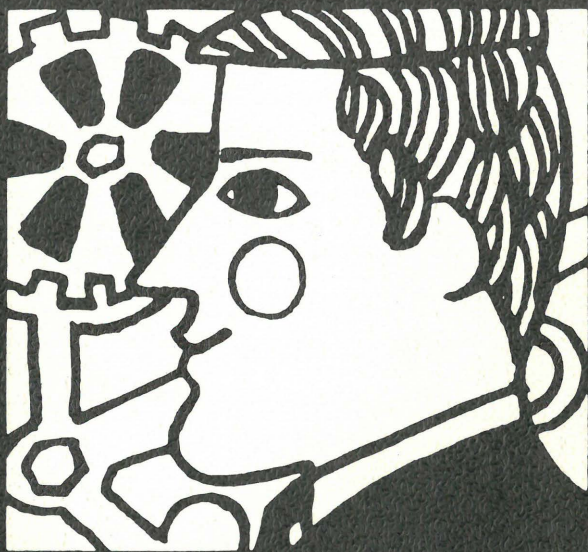
像其他商會一樣，本會信賴貿易互惠的政策，不希望有任何關稅或限額等壁壘。所以，該貿易團便要有本港的入口商在內。另一原因可說是公共關係方面的，因為過去幾年，港英貿易的平衡，都顯示本港有順差，所以，香港須表示有意多購英國貨品。

據本會助理秘書賈力奇去年十二月訪英所得意見，認為英人大致願意購買港貨，但有些英人認為香港以廉價勞工來奪取英人的工資。所以，香港應做一些上述的公共關係工作。

短 訊

△本會會員週年大會將於本年四月七日星期二下午五時正舉行。會後有雞尾酒會招待會員。

△為協助廠商解決工業人手缺乏問題，香港科學管理協會將主辦一項名為「工業領班人才訓練課程」。該課程係以中文講授，於本年三月十六日開始，至四月廿三日止，為期共五週。費用四百元。申請報名者，請函中國聯合銀行大廈十四樓香港科學管理協會秘書收。



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