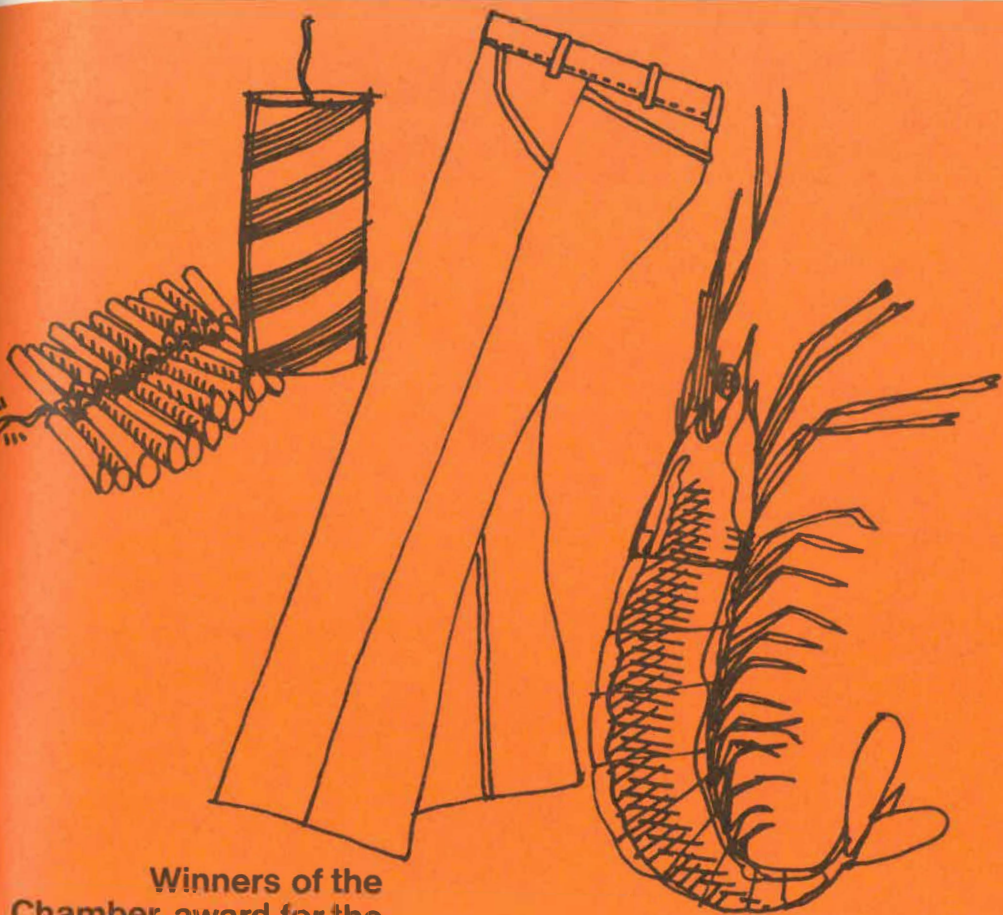




The Bulletin



**Winners of the
Chamber award for the
export product of the year.**

see page 9



奇妙的巧合

中文多字，與渣打銀行的新標誌，不僅形象相似，而且意義相同。渣打分行多、人才多、服務種類多、聯營機構多，以多字象徵渣打銀行，最貼切恰當。
私人或公司在渣打銀行開戶口，佔盡方便之利，需要任何服務，渣打隨時鼎力幫助，令你如願以償，事半功倍。
請移玉渣打銀行，或撥電話5-223302顧客服務部垂詢，本行人員隨時樂於閣下服務。



渣打銀行

對你幫助最多

業務進展報導——上半年業績良好

本會在一九七六年一至六月半年期間，業已代表全體會員商行完成了大量的工作。

本會在主席及副主席的指導及眾多委員會的協助之下，經已組織貿易團訪問了南非及澳洲，以及韓國；並已派遣工業投資促進團訪問了澳洲及美國。

在此期間，本會共接獲七千二百六十二宗貿易諮詢，並均已轉達予本會會員商行。本會共處理了一百五十七宗貿易投訴，大多達成了圓滿的結果。

本會就紡織品配額控制制度、塑膠原料貯存防火條例，郵政局特快專遞服務提案，女工做夜班及超時工作的勞工法例、商業回佣、稅務、法律及治安以及其他許多問題，提出意見呈達有關當局。

本會接待了許多外國訪問團、政府官員、英國國會議員以及來港訪問的工商界人士。本會向來訪者提供資料、詳情、意見、勸導及協助，務使來訪者均能進一步瞭解香港及其貿易、工業、居民、引人之處及投資良機。

本會與其他工商機構保持連絡及合作，以求獲致更佳的效果。本會與政府部門既保持合作，又展開必要的爭論（仍然是為了會員商行的利益）。

本會正在修改本會章程、條例及附則，使本會業務所遵循的規章例則能跟上時代的發展。

本會正在重新佈置本會辦事處及會議室，希望會員樂於見到本會的新貌。

今年下半年中，本會將同樣忙碌異常。本期「會刊」到達會員手中時，本會與貿易發展局聯合舉辦的香港貿易代表團將啓程參加柏林「携手邁進」貿易展覽會，隨後並將訪問其他歐洲城市。今年十一月，本會將組織貿易考察團訪問中南美洲。

在工業方面，本會正在為工業投資促進團十月訪問日本之行積極籌備。

貴號想必同意，本會代表全體會員商行的工作，確實積極努力，並且卓有成效。會員商行如對本會有何要求，敬請隨時賜教。歸根結蒂，本會是全體會員商行的商會。

最後，順便一提本會今年的聖誕卡。設計精美，圖文並茂。「萬象更新」鏤空四字，與中環海港風景近照，交相輝映。預告新的一年中一切將更好更新更美！每張定價僅為一圓二毫。定購截止日期為八月三十一日。欲購從速，以免向隅。

署理執行董事戈銳非斯

一九七六年上半年香港貿易面面觀

香港貿易在一九七六年上半年的驕人業績，報章已頻有報導。本文特就本港出、入、轉口貿易的增幅變化及發展趨勢進行深入分析、比較及展望。

外貿業績 令人振奮

香港出口貿易在一九七六年上半年的業績令人振奮及鼓舞，此事如今已不再是新聞了。上半年貿易統計的確切結果雖然尚未知

曉，港督麥理浩爵士經已宣告香港今年的貿易增長可能超過原來的預計。

有關的評論大都強調兩項明顯的因素。一是出口貿易的增長再次集中於「傳統的海

外市場，尤其是美國（今年一至五月的增幅達百分之七十四）、西德（增幅百分之四十三）及澳洲（增幅百分之六十），不過澳洲當局似乎正在採取措施以改變此種情況。二是出口貿易中領先擴展的品種也再次集中於傳統的產品——服裝及紡織品。

在入口貿易方面，有關評論也都指出英國作為本港供應國已每況愈下，一年多前在全世界還名列第三，如今已跌至第六，先後被美國、新加坡及台灣超越。當然，新加坡的競爭優勢部份與石油漲價有關。但台灣及韓國確實增勢甚勁，韓國極有可能取代英國而成為第六供應國。

出口貿易 增勢甚勁

如對今年上半年香港貿易作深入分析，則可察覺若干雖不太明顯却頗為有趣的次要趨勢。例如，香港的出口市場中，今年上半年增長最快的既不在北美洲，也不在歐洲共市；而是增幅高達一倍以上的奧地利。加拿大也發揚奧林匹克世運精神，入口港貨激增一倍。甚至連迭遭經濟政治憂患的意大利，也大量入口港貨，增幅達百分之八十。

對奧地利出口貿易的增長，主要歸功於服裝銷量的大幅增加，但旅行用品、手袋及鞋類的銷量也有較大的增幅。然而後三種增長不一定代表長期的趨勢，特別是鞋類如今已不再是大受歡迎的本港產品了。

對加拿大出口貿易的增長，各類貨品比較平均。當然最主要的產品還是服裝，佔輸加拿大貨品總值的百分之八十四。加拿大政府也與澳洲政府一樣，並不樂於見到此種情況。然而，電訊設備、棉織品及辦公用具（計算機等）也增勢甚勁。但玩具及塑料製品在加拿大的銷量却較為遜色。

意大利的情況却出乎意料，頗有主次顛倒之勢。服裝銷量減少，玩具稍有增加，電訊設備及計算機則顯著上升。

喜歡搜奇獵異的人想必有興趣獲悉，香港一九七六年上半年出口貿易中增長最快的

貨品竟是凍蝦，價值九千一百萬港元之鉅，增幅高達百分之一百三十五。然而，若以主要的出口貨品計算，增幅最勁的是棉織品（後文將予詳述），手錶及收音機的增幅亦甚可觀。甚至四季盛開的塑膠花亦收穫甚豐，比去年同期猛增百分之五十。

轉口貿易 增長穩定

轉口貿易繼續保持相對穩定，不過對紡織品需求的增加仍較明顯。各類轉口貨品的增長大都較為平均，僅有運輸設備等一、二種資本設備相形失色。轉口銷量一度激增的藥品亦呈疲態（是否今年生病的人少了？）然而，馬來西亞却似乎與總趨勢背道而馳，從香港轉口輸入的醫療器材及藥品反而銳增百分之八十八。大概馬來西亞人今年病痛較多吧。

轉口貿易的主要市場，除新加坡外，均大幅增長。五大轉口市場——日本、美國、新加坡、台灣及印尼——共佔本港全部轉口貿易總值的百分之五十以上。

增長最速的轉口貿易市場是美國，先後超過台灣及印尼，已成為本港第三大轉口市場；而且如按目前趨勢預測，極有可能在今年內超越新加坡。台灣亦有類似的增進趨勢。

對美國轉口貿易的大幅增長又要歸功於香港的海鮮業。美國人今年上半年消化的香港轉口魚類價值一千四百萬港元。他們的隣居加拿大人對於香港海鮮亦胃口奇佳。美國建國二百週年大慶期間，由香港轉口輸入的「爆炸物及烟火物」竟猛增百分之一百六十四，確屬大吉利是之至。

儘管美國人大量需求魚類及爆竹，寶石及手錶仍然在輸往美國的轉口貨品中高踞首位。寶石在轉口輸日貨品中亦佔重要地位；但日本人看來也很愛吃香港轉口的魚類，而且更愛喝香港轉口的咖啡。咖啡轉口貿易總值，從去年的二千二百萬港元，劇增至今年的一億一千七百萬港元，幾乎可與高踞首位

的鑽石貿易媲美。大力推銷鹹魚製造口渴，而使解渴的咖啡銷量大增，毋庸置疑是極為成功的市場拓展策畧。

入口貿易 遠東激增

言歸正傳，再來分析入口貿易方面。香港從遠東地區各貿易對手國家的入口貿易增長尤其引人注目。今年上半年香港在世界各地的供應國中，增勢最勁的是遠東區的隣近國家——印度、韓國、台灣及巴基斯坦。

從韓國及台灣入口貿易的增長，是本港對外貿易全面增長的合理反映。例如，本港從韓、台大量增加入口電工機械及儀器，同時也從美國、加拿大、馬來西亞及新加坡增加入口。對於電工機械儀器及其他貨品入口的增加，顯示香港已從經濟衰退中迅速地復元。

然而，印度的情況則完全不同。香港從印度入口的貨品中，許多種貨品的入口價值均大幅下跌。唯一的例外是棉花。而棉花入口比去年同期增長的幅度之巨，幾乎無法用通常的百分比來表示，只能用「∞」（無限大）來形容。此項單一商品的驚人入口增長，使印度雖然其他轉港貨品均告下跌，仍能成為香港一九七六年上半年增長最快的供應國。今年一至五月，香港從印度的入口貿易總值銳增百分之一百五十三。巴基斯坦能成為本港今年上半年增長第四快的供應國，也是基於同一原因。

雙邊貿易 相輔相成

進一步分析入口貿易的統計數據，可以看出香港從各隣近供應國入口棉紗及織物的驚人增長，有其相輔相成的一貫特性。例如，香港今年一至五月自台灣入口的棉織品增加百分之一百零六。此種貿易是雙邊貿易。香港棉織品直接出口韓國，增加百分之一百二十二；出口台灣增加百分之八十七；出口新加坡增加百分之八十六；出口馬來西亞增加百分之一百三十四等等。

至於香港對已發展國家的出口貿易方面，棉織品出口加拿大的增幅令人難以置信，高達百分之四百三十七；出口美國的增幅亦頗為驚人，高達百分之三百三十四。就世界範圍而言，香港棉織品的出口增幅剛達百分之一百弱，出口總值僅次於服裝，為本港第二大出口貨品。

牛仔布業 居功第一

此種急劇增長的理由，其實不難想像，只用一個詞就能說明一切——牛仔布。再連帶分析香港服裝出口的增長——出口總值增加百分之五十七，但出口美國猛增百分之一百零三，出口加拿大銳增百分之一百四十三（而其他市場增幅就無如此驚人），就足以說明此種原因。

平心而論，如果不是因為牛仔布盛行全球，香港今年的出口貿易只能使人滿意，但卻不會令人驚異。港督麥理浩爵士宣稱港府在預測今年出口貿易增長時過於謹慎，其理由亦正在此。凍蝦及爆竹出口躍增，雖然對有關出口商甚為有利，但畢竟不能與牛仔布的功績等量齊觀。

牛仔布式的繁榮，既是香港的優點，又是香港的缺點；也是為何往往難於預測香港經濟發展的典型原因。牛仔布式的時尚，往往突然盛極一時，時先却毫無跡象。推算對機器之類需求的合理增長尚屬可能，因為工業投資的一般增加或縮減多少，會直接決定此種需求。然而，人們心血來潮而突然興起的時尚，却與過去及將來的趨勢完全無關。

盛極則衰 隨機應變

牛仔布的繁榮也許可與六十年代末至七十年代初假髮業的繁榮相比擬。此種現象是香港的教訓。假髮業繁榮的價值是香港已具備隨機應變的彈性。香港在假發熱興起之初就迅速轉入假髮業，又在假發熱剛開始低落之時就迅速改行。其他彈性較差的國家就蒙受損失了。

有些人士認為牛仔布的高潮業已過去。不僅時尚等無形因素正呈現此種迹象，而且今年棉花價格上漲及靛藍顏料缺乏等經濟因素亦造成此種趨勢。同時，平心而論，牛仔裝熱大致只在北美洲流行，歐洲尚未達到此種「狂熱」的程度。如果能夠說服歐洲市場

追隨美國的潮流，則香港牛仔布的出口繁榮會延續至今年下半年及明年。不然的話，本港牛仔布出口到一九七六年年年底時將會放緩，更何況上半年出口劇增的直接後果是到時配額也已用罄。也許，一種新的時尚又會應運而興，使香港貿易繼續繁榮興旺。

港大設立工商管理系

「香港的成功，迄今大都基於香港居民的勤力、智力及進取心，再加上大量的廉價勞工。本港工商業大都是小型的家庭式企業。管理技能是父子相傳，邊幹邊學。然而，如今形勢已經改變了。勞工與鄰近國家相比已不再特別低廉，而香港的主要工業——紡織業的前景也頗不穩定。香港必須發展的新工業及新產品，需要高級得多的工商管理訓練及工商管理能力。」

設立新系 滿足需求

李培源教授是香港大學新成立的工商管理系主任。他於今年二月應聘來港後，一直忙於策劃研究生及大學生的教材，使之迎合香港工商業發展日益迫切的需求。

李培源教授指出，香港在提供大學水平的工商管理訓練方面，一向落後於其他先進國家。美國哈佛大學研究院創立於一九〇九年，而英國倫敦及曼徹斯特於十多年前就已首創工商管理學院。香港大學校外課程部近年來才舉辦工商管理研究文憑課程。此項課程供不應求，亦表明急需更廣泛的工商管理教育。本培源教授認為，大學應在社會及經濟的發展中發揮更為切實的作用，以滿足現實的需求。

「工商管理不是傳統的學院課程，也沒有一整套的教學概念；因此許多國家的大學均另設獨立學院施教，而不與原有院科混合。工商管理研究雖然與經濟學、統計學及社

會學等學科相近，但主要重點却是研習市場拓展、生產、財務、人員、研究、發展等的實際功能。」

學術探討 實踐研究

此種學術探討及功能研究的綜合教育，難於向大學生講授。但大學生可在以後的工商管理工作中逐漸認識各種價值功能。研究生課程則更為職業化，因而可與工商管理的實踐有更密切的連繫。工商管理的實際問題將作為「活教材」進入課堂，上課的學員也大都已有二、三年的工商業實際經驗（當然也會接納少數尚無工商管理經驗的大學畢業生）。

李培源教授認為，「工商管理課程並非旨在提供一整套的管理技能，而是提供處理未來問題的方法。」此項課程為期兩年，修業完畢可考獲工商管理碩士學位。還計劃開設為期三年的晚間課程。李培源教授的計劃已獲香港大學校務委員會及該系批准，工商管理碩士學位科程將於一九七七年九月開課，第一學年招收五位學員。

入學資格 要求嚴格

李培源教授指出：「進修工商管理課程的學員應具備若干基本質素。如分析能力、應付複雜局面的能力及高度的想像力。但優秀經理人才的第一要素是能在正確的時間作出正確的決定。」



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We have dealt with 7,262 trade enquiries and distributed these to you, our members. We have taken action on 157 trade complaints, in many cases successfully.

We have made representations to the appropriate authorities about textile quota controls, fire protection regulations involving plastics, the Post Office Bill, labour legislation affecting night-work and shift over-time for women, business commissions, taxation, law and order, and many other matters.

We have received many overseas missions, government officials, Members of Parliament, and individual business visitors. We have informed, advised, cajoled, promoted and helped to ensure that they all learned more about Hong Kong, our business, industry, attractions, people and opportunities.

We have worked in conjunction with the organisations where liaison could produce better results. We have worked with Government departments and when necessary, argued with them (still in your interest!).

We are in the process of amending our Memorandum and Articles of Association and Bye Laws to bring the

rules which govern our activities up to date.

We are redecorating the Chamber offices and boardroom and we hope you'll like the new look.

We will be equally busy during the months to come. Around the time you receive this *Bulletin* a large Hong Kong delegation organised by the Chamber together with the TDC will be attending the Berlin Fair — "Partners for Progress", before visiting other European cities. And in November a Chamber group will be looking for business in Central and South America.

On the industrial front, preparations are well underway for the industrial investment promotion mission to Japan in October. We hope that you'll agree we are working hard (and well!) on your behalf. Tell us if there is more you'd like us to do. We are, after all, *your* Chamber of Commerce.

I would like to finish with a plug for this year's Christmas card. Members should already have received a sample copy of this card — if you haven't there are still copies available at the Chamber. We think it's a particularly good card this year. The design combines four Chinese characters meaning "Everything changes for the new and better in the coming year" with a recent photograph of the harbour and Central District. The card was designed exclusively for members, and it's good value at \$1.20. You'll have to be quick though — orders close on August 31st.

R. T. Griffiths
Acting Director



BRITISH-AMERICAN TOBACCO CO., (HK) LTD.

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Shrimp, Fireworks — and Denim The Trade League Tables for First-Half '76

HONG KONG's heartening export performance during the first half of 1976 is by now hardly news. Even before figures for the half year were known, HE the Governor had more or less officially proclaimed that our growth this year would probably exceed earlier estimates.

Most of the comment on this performance has emphasised the mainly obvious factors — that once again export growth has concentrated on the 'conventional' markets, particularly the USA (with growth at 74 per cent during the period January — May); Western Germany (43 per cent); and Australia (60 per cent), although Australia appears now to be taking steps to alter that situation. And once again, it is the traditional products — clothing and textiles — that are in the van of the expansion.

And on the imports scene, few commentators have failed to note that the UK continues to lose out as a supplier. Having fallen from its number three place of only a year or so ago, it is now in sixth position, being overtaken firstly by the USA and more recently by Singapore and Taiwan. The comparative advantage gained by Singapore is in part explained of course by increases in oil prices, but perhaps a more accurate pointer to the trend is shown in the case not only of Taiwan, but also of Korea, which is bidding strongly to oust the UK from position number six.

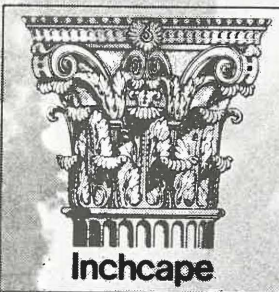
Looking more closely at the pattern of HK's trade during this period, one can spot, as always, several interesting minor trends that have not been apparent from headline summaries. For instance, our fastest growing export customer during the first half-year has not been in either North America or the EEC. It is Austria, which more than doubled its purchases from HK. Canada, appropriately; also went in for a spirit of truly Olympic proportions, and this market doubled its import of HK products. Even economically and politically plagued Italy was still buying madly away to achieve a growth rate of 80 per cent.

What we sold to Austria

Most of the increased trade with Austria comes from growth in sales of clothing, although sales of travel goods, handbags, etc., and of footwear (hardly the most dynamic of HK's products nowadays) also showed sizeable, although perhaps for the longer run untypical, gains.

Growth in the Canadian market was somewhat more evenly spread across the board—clothing of course was once again the significant product, since 84 per cent of our sales to Canada are accounted for by this product, and the Canadian Government, like the Australian Government, is none too happy about the fact. However, sales of telecommunications equipment, cotton fabrics and office machines (calculators) were also

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Central Engineers Limited.

Gibb, Livingston & Company Limited.
Tung Tai Trading Corporation Limited.
Metro-Dodwell Motors Limited.
Crown Motors Limited.
Intec Engineering Limited.
Young, Nichol & Company Limited
MetWay Limited
InchRoy Credit Corporation.
Inchcape (Hong Kong) Limited.
41/F Connaught Centre.

strongly growing. The toy and plastics industries did not however do so well in Canada.

Perversely, Italy tended to reverse the pattern—clothing sales decreased, although toys did moderately well, and sales of telecommunications equipment and calculators were also markedly good.

Those who enjoy spotting the 'mavericks' will be pleased to know that HK's fastest growing export line in first-half '76 was none other than frozen prawns and shrimps with a growth rate of 135 per cent, representing \$91 million worth—quite a few shrimps by any standards. However, among the more substantial export earners, undoubtedly the pacesetter was cotton textiles (which we look at later) with watches and radios also doing better than average in their growth rates. Even that perennial bloom, the plastic flower, had an ample harvest, fifty per cent up on last year.

The trade in re-exports, as usual, managed to behave with a greater degree of stability, although once again the effect of increased demand for textiles was apparent. For the most part, growth was pretty evenly spread across the whole range of re-export products, although one or two categories of capital equipment, notably transport equipment, did not do so well. Re-exports of pharmaceuticals, which at one time were among the strongest growth products, were also sluggish (less people sick this year?). Malay-

sians however must have felt a trifle queasy at times, as, contrary to the overall trend, re-exports of medicinal and pharmaceutical products to this market grew by 88 per cent.

As in the case of exports, all the major re-export markets, apart from Singapore, showed strong growth, with the five major markets—Japan, USA, Singapore, Taiwan and Indonesia—accounting for over 50 per cent of the total exported value.

US jumping ahead

Most notable perhaps was the growth of the US market for re-exported products, which overtook both Taiwan and Indonesia to become our third largest re-export customer. If present trends continue, it may well overtake Singapore before the year end, and the same could apply in the case of Taiwan.

Part of the reason for re-export growth to the USA can be traced back once again to our sea-food industry. Some \$14 million worth of re-exported fish disappeared into American stomachs during recent months—a taste incidentally shared by their Canadian neighbours. And presumably nothing more sinister than the Bicentennial celebrations accounted for the 164 per cent increase in re-exports of 'explosives and pyrotechnic products'.

Despite the Americans' demand for fish and fireworks, the trade in precious stones and in watches continues to dominate this re-export market. The precious stones trade also retains its importance in Japan, although the

Japanese too show a liking for our fish and an even greater liking for our coffee. Coffee re-exports increased from a mere \$22 million last year to \$117 million this year, and on this form could challenge the premier position of the trade in diamonds. No doubt it is cunning market strategy to sell salted fish in the hope of creating a prodigious thirst.

Regional growth

Turning from the by-ways to the highways of trade, particularly interesting has been the pattern of growth with our regional trading partners. For instance, the most strongly growing suppliers world-wide during the first part of this year have been our regional neighbours India, Pakistan, Korea and Taiwan.

In the case of Korea and Taiwan, the growth in imports is—with one significant exception—a reasonable reflection of general growth in trade. For example we imported a significantly increased percentage of electrical machinery and apparatus from both countries, as was the case with, to name a few random examples, the USA, Canada, Malaysia and Singapore. Growth in this and other categories of imports reflects HK's rapid emergence from the recession.

When we come to look at the breakdown of imports from India we find a completely different picture, in that in many categories the value of goods imported dropped significantly. The one exception was cotton. Here growth expressed as a percentage in-

crease on the previous period cannot even be summed up in reasonable figures, but only in the symbol 'infinity'. So significant indeed was the growth in trade in this one commodity that it made India HK's fastest growing supplier during the early part of 1976, despite the fall off in other categories of Indian imports. Imports from India overall increased by a staggering 153 per cent during January — May 1976. Again, Pakistan qualified as the fourth fastest growing of HK's suppliers for the same reason.

Looking more closely at overall figures for imports, the same fantastic growth in supplies of cotton yarns and fabrics is a consistent feature of trade with most of our regional suppliers — for instance imports of cotton fabric from Taiwan increased by 106 per cent. And the trade is a two-way phenomenon. Our direct exports of woven cotton fabrics to Korea grew by 122 per cent; to Taiwan by 87 per cent; to Singapore by 86 per cent; to Malaysia by 134 per cent; and so forth.

Cotton fabrics in 2nd place

Turning outside the region to the developed countries, trade in cotton fabrics to Canada grew by the unlikely figure of 437 per cent; and to the USA by 334 per cent. World-wide the growth rate in HK exports of cotton was just under 100 per cent, so as to make cotton fabrics our second largest export product, after garments.

It takes little imagination to

realise the reason for this trend — in a word, denim. And if one allies this to growth in clothing exports — up overall by 57 per cent, but to particular markets such as the USA by 103 per cent and to Canada by 143 per cent (although growth in every clothing market is not so spectacular) — the story becomes clear.

Long live denim

It is fair to say that without the denim vogue HK's export performance this year would have been satisfactory but not spectacular. And it is also probably fair to credit the denim vogue as the reason behind Sir Murray's announcement that Government had perhaps been cautious on its original estimates of export growth. Export leaps in frozen prawns and fireworks, although useful for those in this particular trade, don't, in the final analysis, enter the picture alongside a phenomenon such as this.

The denim boom is typical of both HK's strength and weaknesses, and is typical of the reasons why it is so often difficult to forecast the development of the HK economy. A fashion eruption such as denim occurs without warning. It is possible to chart reasonably satisfactory growth in demand for, let us say machine tools, since general growth or retraction in industrial investment will more or less directly determine demand. But a fashion phenomenon occurs for spontaneous human reasons that have

little to do with past — or future — trends.

The most apt analogy to the denim boom is perhaps the wig boom of the late sixties/early seventies. And this points the lesson for HK. The value of the wig boom was that HK had the flexibility to move in quickly. And HK moved out equally quickly once the warning signs became apparent, leaving, so to speak, other less flexible to hold the can.

There are those who claim the denim boom is already past its peak. And not only uncharitable factors such as fashion may be contributing to this. Economic factors such as cotton prices also play their part, as well as the earlier shortage this year of indigo dye.

A fading glory?

At the same time it is also fair to point out that the denim boom was in large part a North American phenomenon, and that Europe has not been touched to the same degree by the 'craze'. If the European market can be persuaded to follow the US example then HK's export boom may continue throughout this year and into next. If not, we may experience some slowing down towards the end of 1976 — particular as quotas are exhausted as a very consequence of the earlier boom conditions.

Or perhaps a new fashion quirk will happily come along to help us keep up steam?

1.5 Million Certificates of Origin Later..... Allan Stewart Retires

THE Bulletin is not sure how or when Scots came by the reputation for being "tight-fisted". However, we do know that many an unsuspecting visitor from overseas being shown round the Chamber has been greeted by a certain Scot at the entrance to the Certification Branch with the words 'I'm sorry, you can't come in here unless you pay the entrance fee'. We don't know whether anyone has paid this "entrance fee" — to our knowledge nobody has ever made a complaint with the ICAC. But it must have helped to convince a few people that the Scots are indeed a tight-fisted lot!

The Manager of the Certification Branch, Mr. Allan Stewart, has retained his Scottish sense of humour, despite the fact that he has spent some two-thirds of his life — almost 40 years — in Hong Kong. For more than half of that time he has worked in the Chamber's Certification Branch. Now, having reached the Chamber's retirement age, Allan is saying farewell to the Chamber and to certificates of origin. Allan Stewart is known to many of our members, particularly the exporters, and we are sure they would like to join the Chamber staff in wishing him a happy retirement.

Allan Stewart has had an interesting and eventful career. He was born in Fort William on the west coast of Scotland — an area noted mainly for its cold, wet weather. Perhaps it was the weather which prompted him to come to Hong Kong as a young man of 21 to work for

the Hong Kong Government. That was in 1938, before most of his colleagues on the Chamber staff were born.

'In those days Hong Kong was known as the "ragged end of the thin red line". The place was a quiet backwater compared to Shanghai or even Singapore. Life was peaceful then and a \$10 note would go a long way.'

He was with the Government for nearly 16 years, including a stretch of three years and eight months inside a P.O.W. camp at Stanley.

After the war things began to return to normal quite quickly and the population grew at a very rapid pace. Industrialisation got underway and by the early '50s it became necessary for the Chamber to expand its certification service and recruit Inspectors for consignment checking. He was married in 1955 and joined the Chamber in the same year as Chief Inspector.

'We were extremely busy. In that first year the Chamber handled more than 27,000 certificates. Of course nowadays we issue around 50,000 or more certificates a year, but with a much larger staff than we had then.'

Allan Stewart has a daughter, Patricia, and a son, Alistair. Patricia is a talented artist and dancer and is currently living in HK with her parents. Alistair is studying at Kent University in England.

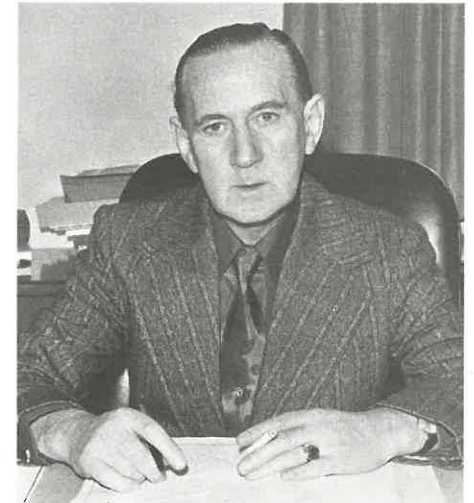
Allan Stewart still has no firm plans for his retirement, but he has no intention of being idle. He says, 'It's about time I had a change.'



The Vice Chairman, Mr. Nigel Rigg, presented 20 'Good Citizens' with cash awards at a ceremony held in the Boardroom of the Trade Development Council on July 23rd.



Professor David Lethbridge is Head of the Department of Management Studies at the University of Hong Kong (article on page 20).



Allan Stewart, Manager of the Chamber's Certification Branch, retired at the end of August (article on page 14).



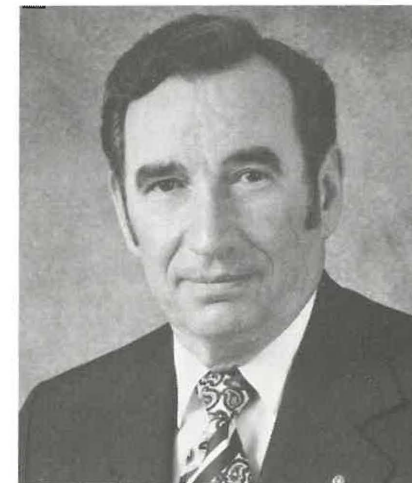
Mr. Dick Belcher (Chairman)
Fairchild Semiconductor
(HK) Ltd.



Mr. H. T. Woo (Vice Chairman)
Atlas Electronics Corp. Ltd.



Mr. Thierry Meyer
Philips Hong Kong Ltd.

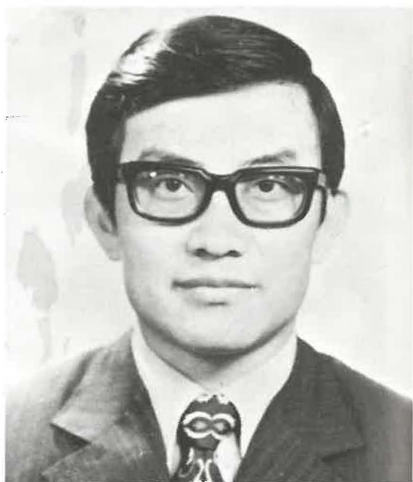


Mr. T. E. Jones
NCR (Hong Kong) Ltd.

The Chamber recently established an Electronics Committee to deal specifically with the problems affecting the development of one of HK's largest and most rapidly growing industries. The Committee held its first meeting in July.



Mr. Tommy Zau
Electronic Devices Ltd.



Mr. Allan Lee
Ampex Ferrotec Ltd.



Mr. Clas Gotze
Kras Asia Ltd.



Mr. Rujo Ann
Swops Electronics (HK) Ltd.

Not shown — Y. C. Cheng of Sanyo Electronics (HK) Ltd.
Raymond Koo of Timetron Ltd.

Towards Simpler Trade Documents

ONE area of work in which the Chamber has been quietly involved for several years — probably unknown to many of our members — is trade facilitation. The Chamber's Deputy Director, Mr. R. T. Griffiths, is the Deputy Chairman of the Hong Kong Trade Facilitation Committee and in this article Mr. Griffiths explains some of the benefits which can follow from rationalisation of documentation. In later articles he will write about some of the other problems being tackled by the TFC.

"The co-ordinated rationalisation of all data, documentation and procedural requirements associated with the movement of goods in international trade."

This is a definition of the worldwide effort to reduce some of the worst non-tariff barriers to trade in the confused, complicated and costly apparatus of 19th century trade procedures and documents superimposed on 20th century transport.

Hong Kong was the first territory in South East Asia to join in this work when the Working Party for Simpler Trade Documents, consisting of representatives of Government and leading trade associations, was set up in 1967 under the Chairmanship of Mr. I. R. Tomlin, the Trade Development Council providing the Secretary. In 1973 the Working Party was succeeded by the Trade Facilitation Committee, for which the Commerce & Industry Department provides the Secretary.

Considerable unpublicised, painstaking work — all on a voluntary and

spare time basis — has so far enabled the Committee, still under Mr. Tomlin's leadership, to keep abreast with international facilitation developments, to complete the rationalisation of the main international trade documents; and, in 1974, to organise and host the first major international seminar in this field.

The cost of international trade documents

The cost is high and efficiency low because of the complexity of the documents entailed in international transactions. Studies in 1970 disclosed that the cost of documentation averaged 7½ per cent of the value of shipments in the United States, and that in the UK the direct cost of documents and associated procedures exceeded 10 per cent of the value of consignments. The indirect costs, such as fines, demurrage and loss of business, which can result from any one of the minor errors which regularly occur throughout the present system, can be even more serious and costly.

The UK study warned against undue emphasis being placed on direct costs on the grounds that there was little necessary connection between efficiency and low direct costs. Some contributors to the UK study thought that even total overall cost of consignor/consignee documentation could be justified if this in turn resulted in a greater efficiency in the totality of an overseas marketing operation.

Whether we like it or not, forms

are here to stay for the foreseeable future. But forms are only tools for the carrying of data. If the data can be dispensed with, the form can be eliminated. If the number of data items can be reduced, the form can be made simpler. If the data can be harmonised, then forms can be standardised on a similar pattern. This in turn opens up possibilities for further rationalisation in their completion and reproduction and their adaptation as a basis for input into automated processing systems.

By harmonisation of data is meant arranging the data to fit the lay-out key agreed in 1963 by the U.N. Economic Commission for Europe, with headquarters in Geneva. This lay-out has remained the basis for the design of standard aligned series of external trade documents. The ECE lay-out key is a pro-forma on which the lay-out of all other documents should be based. It is drawn on international A4 paper size (210 mm x 297 mm) established by the International Standards Organisation and adopted as national standards in nearly every European country.

What really puts up the cost of documentation is not the cost of copies of forms but the cost of preparation and verification. The ECE lay-out simplifies this by locating all the common data items — about 80 per cent of all the information — in the same place throughout all the documents. This is the principle of alignment.

By the use of a master document and an office duplicating machine, an

aligned series of forms can be produced by a "on-run" method, meaning that all documents are produced in one run or, more accurately, "one-writing". One run reproduction methods produce the following benefits:

Firstly, only one document, a master, need be typed, checked and corrected in case of errors. Secondly, only one typing is required, regardless of the number of copies needed of any individual document, and thirdly, only one document, a master, need be referred to in a search for details, the master carrying all typed information.

A number of tangible savings can result from the above factors. For example, there is a reduction in the requirement for skilled clerical assistance and a reduction in the time taken to produce documents. There is an increase in accuracy due to the elimination of transcription and an increase in legibility; all copies are as good as the original. Finally it results in an increase in the ability to control export order processing, due to simplified document preparation.

Even if a one-run reproduction method is not used, the adoption of an aligned series of documents would offer certain advantages. For example, the fact that the forms used are all of the same size offers an advantage in typing, filing and storage. The uniform position of information makes transcription easier, facilitates the checking of documents and makes it easier to familiarise new personnel with document processing require-

cont'd. Pg. 27

Management Studies at HKU

HONG KONG'S success, until now, has been based largely on the energy, initiative and brain-power of its population, together with the availability of low cost labour. Local businesses were mostly small, family-run concerns. Management was learnt on the job and techniques were passed on from father to son. However, the situation is changing. Labour is no longer particularly cheap in comparison with other countries in the region and the future of Hong Kong's major industry—textiles—is rather uncertain. The new industries and products which Hong Kong will have to develop require a far higher input of management training and ability.

Professor David Lethbridge heads the newly established Department of Management Studies at Hong Kong University. Since he arrived in Hong Kong in February he has been busy planning a programme of studies at post-graduate and under-graduate level which should help to meet the growing requirements of HK's industrial and commercial development.

Hong Kong, he points out, has been lagging behind other major centres in the provision of management training at university level. The Harvard Graduate School was established in the United States in 1909 and the first major British schools of management were set up in London and Manchester more than 10 years ago. The University of HK has been offering a Diploma in Management Studies in its Department of Extra-Mural Studies for some time and it was partly the demand for the existing

courses which pointed to the need for something more comprehensive. The University—any university—says Prof. Lethbridge, must play a practical role in social and economic development and try to meet existing demands.

'Management studies is not a conventional academic discipline with a structured set of concepts to be taught—that is why in many countries it is taught in a separate school within the university rather than within a Faculty—although it does of course draw on a variety of academic disciplines, such as economics, statistics or sociology. But the main emphasis is on the study of functional areas like marketing, production, finance, personnel, research and development and so on.'

This synthesis between the academic disciplines and the functional studies is difficult to achieve at under-graduate level, although, under-graduate students will not be neglected and will be introduced to a variety of techniques of value in any subsequent management career. But the postgraduate course will be more vocational and therefore more closely related to the realities of management. 'Live' management problems will be brought into the classroom and the type of students following the programme will generally have two or three years' experience in industry or commerce (although the course will also accept a few 'fresh' graduates with no managerial experience). 'The course is not intended to be a "Kit-bag" of techniques but a method of dealing with future problems,' says Prof. Lethbridge.

The two-year postgraduate course will lead to a Master of Business Administration (MBA). There are also plans for a three-year part time course. Providing Prof. Lethbridge's plans are approved by the Faculty and the Senate the MBA course should commence in September 1977, with an initial five students in the first year.

'There are certain basic qualities a student in management studies should possess,' continued Prof. Lethbridge. 'He should have the analytical ability and capability for dealing with complex situations. A keen imagination is also necessary. But above all a good manager must be able to make the right decisions at the right time.'

'Of course the manager also requires some specific skills, many of which are not normally developed within the formal activities of a university. The ability to deal with people and particularly the ability to lead others will most probably be developed through extra-curricular activities.'

Students applying for the course are required to attend a personal interview where their past career, working experience and motivation are assessed. How does one assess 'motivation'?

'This is a rather difficult thing', admits Professor Lethbridge. 'But the application form itself is so long and detailed that I reckon a student would need to be strongly motivated to even get through it!' Entry requirements for the MBA will also include a first degree or relevant professional quali-

fication, in addition to which students will have to sit the internationally recognised Graduate Management Admission Test.

At undergraduate level, Management Studies is currently offered in conjunction with Economics and Statistics, but it is hoped to broaden the range of combinations, says Prof. Lethbridge. 'I do not see any incompatibility in offering Management Studies with, for example, Industrial Studies, Psychology or Geography.'

Difficulty?

Does the Professor foresee any difficulty in recruiting the additional staff required? After all, suitably qualified experts in management presumably have the opportunity of entering the practice of management, which could be far more lucrative than an academic career.

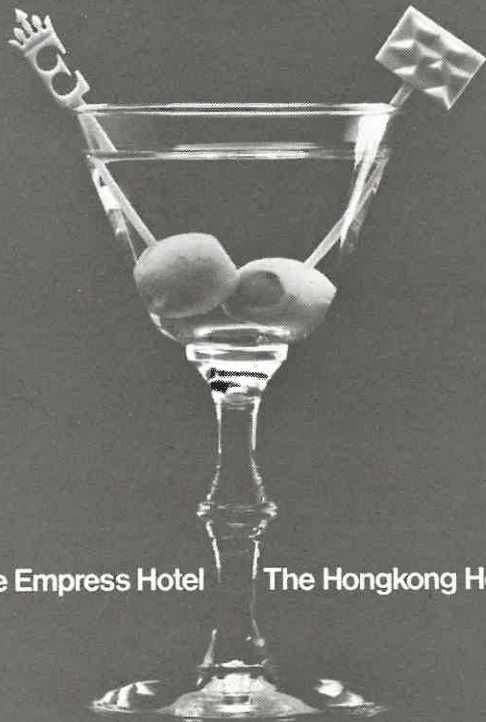
'Recruiting staff for Management Studies is a worldwide problem. I'm not too bothered how many books a chap has written on the historical problems of management. But we do want people with practical experience of contemporary problems as well as the necessary paper qualifications. But actually we aren't too badly off in Hong Kong, since we can draw on our existing Extra-Mural Department and many people have written to say they would like to teach.'

A further problem could be encountered with companies reluctant to let their managers attend the course, particularly as Hong Kong's staff turnover, at both shopfloor and

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management level, is notoriously high. The main cost involved to a company is not financial. It is rather the amount of time which the executive spends away from his job. However the strong demand for HKU's Masters course in Industrial Engineering (M. Sc) which started in January (see article in Christmas 1975 edition of *The Bulletin*) suggests that there are plenty of local companies prepared to support such a course and who regard such training as a worthwhile long-term investment—if not for their own company, at least for Hong Kong.

Prof. Lethbridge emphasises that the course has been planned with the specific needs of Hong Kong's industry and commerce very much in mind. Hong Kong is currently moving away from being a straight producer of goods—often designed and marketed by overseas firms—into more complex and sophisticated types of industry. And this is where the quality of imagination is particularly important. New problems, hitherto unexperienced in HK, will arise. Imagination will be required to solve them, for the answers will be difficult to find in any textbook.

One particular problem relating to local industry which *The Bulletin* raised is the abundance of smaller companies, many of which are managed on a family basis. The senior people in these companies often lack any kind of formal training and what they know about management has largely been acquired as a result of their own business experience. Does Prof. Lethbridge have any particular

plans for this type of businessman?

'As it happens I directed the Senior Executive Programme of the British Institute of Management over the past three years and I have considerable experience of the needs of the more mature manager in the smaller company. The participants were mostly in their 40s and were either Directors of smaller companies or senior executives in major organisations. This was a one-week intensive course and aimed to use the varied experiences of all the participants wherever possible. I believe the Senior Executive Programme was one of the most successful BIM courses and I should certainly like to look into the possibility of doing this type of thing here.'

Professor Lethbridge himself has management experience in several countries around the world and with many different companies. He has also worked on the shop-floor and is familiar with the problems of management from 'the other side', as it were. He once worked as a plasterer's mate on a building site, which he confesses is one of the hardest jobs he ever had to do.

The Chamber welcomes the establishment of the Department of Management Studies at the University of Hong Kong. We have no doubt that the demand for the course which Prof. Lethbridge and his colleagues are now planning will be very high and that the course will prove to be of substantial benefit both to the students who participate and, in the long-term, to the economy of HK.

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How Not To Handle Industrial Relations.

WHEN several hundred employees of a large textile factory in Kwun Tong returned to work after the Dragon Boat Festival at the beginning of June, they were understandably upset — to put it mildly — when they were confronted with locked gates and a notice informing them that the factory has been closed. The workers had received no prior notice of the closure and indeed would have had no reason to suspect that the factory was in any difficulty since business was good.

The lack of notice given by the management and its apparent disregard for the welfare of the workers drew serious criticism from various public bodies, the general public and the mass media. On his return from leave recently the Commissioner for Labour, Mr. I. R. Price, wrote to the Chamber expressing his grave concern about the affair. Although, as he pointed out, the case was subsequently settled amicably with the assistance of the Labour Relations Service and the workers in fact received more than they were entitled to according to the letter of the law, the circumstances of the case are still very worrying.

Mr. Price writes: 'I am seriously concerned that such practices could give rise to serious breaches of the peace, especially when a large number of workers is involved or when alternative jobs may not be so readily available.

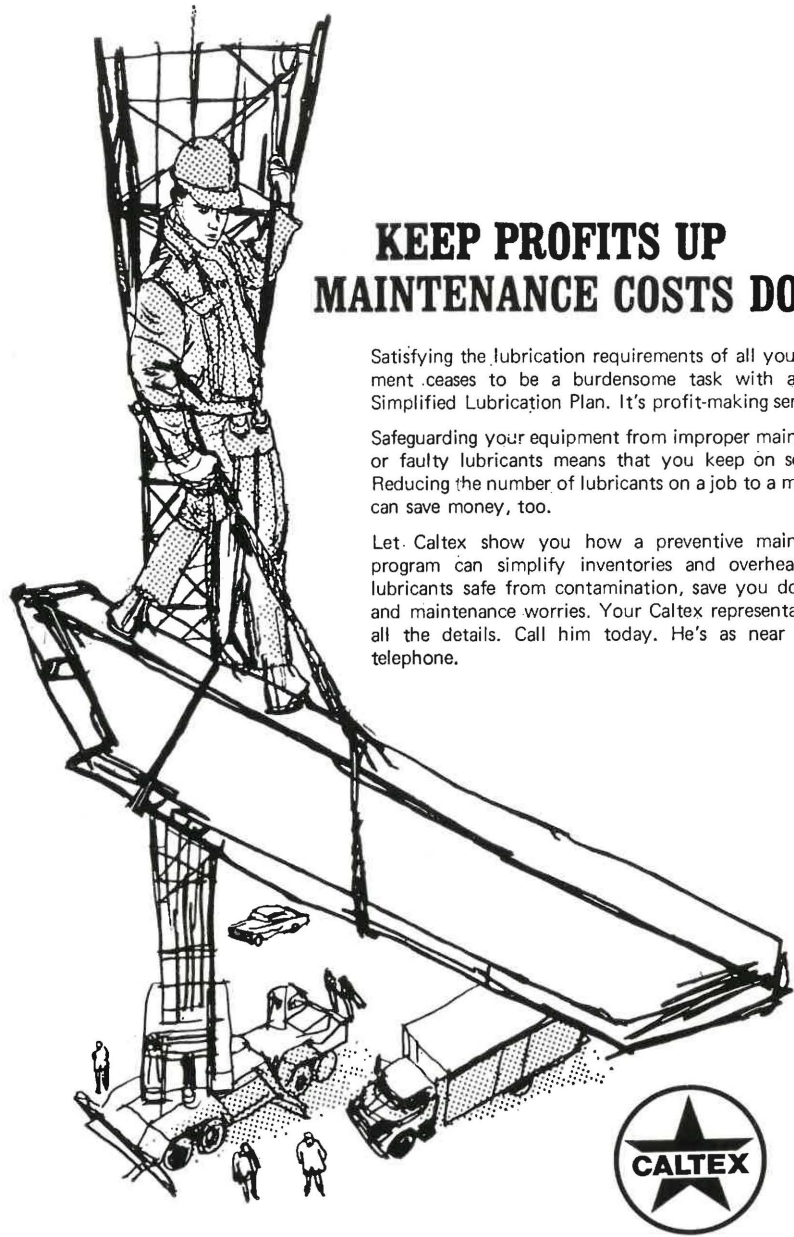
'It is my view that at least one month's notice should be given, where

possible, when an employer proposes to close permanently a place of employment. It is, I think, self-evident that such a period of notice will provide workers with the time needed to find alternative jobs and will permit officers of the Labour Relations Service to consider all aspects of the case and to give appropriate advice to the employer. In addition it would allow time for the Local Employment Service to try to meet the needs of redundant workers who cannot find alternative employment by their own efforts.'

Prior notice

Mr. Price continued: 'If an employer has strong reasons for considering that there are special circumstances which render it inappropriate to give to his employees prior notice of a proposed closure, he should give prior notice, in confidence, to the Labour Relations Service, so that he can be advised of what steps to take to avoid an ugly situation arising and to minimise the effect of the closure on workers.

'Further, if an employer who contemplates closing a place of employment is uncertain as to what is the best action to take in respect of his workers, he is advised to consult at an early stage officers of the Labour Relations Service. Such officers have very considerable experience and will be able to suggest an appropriate course of action. 'I believe that the advice contained in this letter, if followed, should lead to an improvement in industrial relations in



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MR. PRICE'S LETTER— cont'd.

cases where, for any reason whatsoever, a factory has to be closed.'

The factory involved in this particular case was not a member of this Chamber and we are sure our members are well aware of the potentially explosive confrontation to which the course of action described above could lead. Moreover, while the management of a factory may have a legal right to behave in this manner, it is questionable whether it has a *moral* right. Even if certain categories of labour are currently in short supply it is no easy task for some 800 workers suddenly finding themselves redundant to find suitable alternative employment.

And as the Commissioner for Labour points out, if there are special circumstances which make it difficult for an employer to give prior notice of closure, then he should at least give prior notice to the Department's Labour Relations Service to minimise the hardship caused to the workers.

Mr. Price revealed that he would soon be issuing a Code of Labour Relations Practice, which has already been endorsed by the Labour Advisory Board. This Code will stress the need for ample notice to be given in cases of foreseen redundancy.

Although the Code does not have the force of law, the Commissioner believes that it will ultimately become widely accepted.

We urge our members to cooperate in observing this Code.

TRADE FACILITATION— cont'd.

ments. And a standard position for names and addresses allows for the use of window envelopes and reduces the overall typing requirements.

Hong Kong has been very successful in aligning governmental and commercial forms to the ECE lay-out key, but less successful in promoting the use of one-run methods among smaller exporters. In an attempt to remedy this we are borrowing (with permission!) an idea from COSTPRO (The Canadian Organisation for the Simplification of Trade Procedures). This is "Simplexport", an off-the-shelf snap-out set of document originals aligned to the CTDAS (Canadian Trade Document Alignment System) master.

Adoption of a similar system in Hong Kong, if successful, would be one tangible benefit from Hong Kong representation on the ECE Working Party on Trade Facilitation at whose Geneva meeting in 1975 the Canadian "Simplexport" and other national systems were explained and demonstrated. The Documentation Subcommittee of the Hong Kong Trade Facilitation Committee is studying how best to adapt the Canadian system to Hong Kong requirements and we hope soon to have a trial run among a small group of exporters.

But documentation rationalisation is not an end to the problem. In future articles I propose to look at automatic data processing and some of the difficulties of interfacing; and the on-going international effort being made to facilitate international trade.




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「當然，經理人才需要的一些特殊技能，通常並不能在正式的大學課程中培養成功。待人接物的能力及領導他人的能力大都是在課外活動中培養發展的。」

申請進修此項課程的學員必須親自參加面試，由遴選人評價其已往履歷，工作經驗及進修動機。「動機」是如何評價的呢？

李培源教授承認：「這件事相當困難。不過申請表格就已經夠長夠繁了，沒有強烈的動機簡直無法填完！」工商管理碩士學位課程的入學資格須持有學士文憑或同等學歷，此外還須參加國際標準的工商管理研究生入學試。

李培源教授透露，工商管理大學課程目前與經濟學及統計學結合授教，但希望能進一步擴大結合的範圍。「我與同事正在研究一些補充課程，準備在將來為大學生開課。例如，工商管理課程可與工業研究、心理學或地理學結合授課，本人並不認為有何抵牾之處。」

延聘名師 教授高徒

然而，工商管理研究系聘請教職員有何困難？工商管理專家可能認為投身商界遠比從事教職更具吸引力。「為工商管理課程聘請教席是一個世界性的問題。論述工商管理歷史問題的衆多著作並無宏旨。我們所迫切需要的是既有處理現代問題實際經驗又有高級學位文憑的專家。事實上，香港的情況不算太差，已有一個校外課程部，而且願執教鞭的也大不乏人。然而，聘請既有實際經驗又有學位資歷的專家，却並非易事。」

另外一項問題是有些公司不願讓其經理人員進修該項課程；尤其是因為香港職員轉換率之高，下至工人上至經理，一向無出其右。公司所付的主要代價倒不是學費，而是經理人員因為上課而請假的時間。然而，香港大學今年一月開設的工業工程碩士學位課程却供不應求（參閱本會「會刊」一九七五年聖誕號有關文章），表明本港許多公司樂

於支持此類課程，並認為此類訓練是有價值的長期投資，即使不對其本公司也至少對香港大有裨益。

李培源教授強調，在策劃此項課程時充分考慮到香港工商業的特殊需要。香港目前正在從一個以海外市場為主的一般生產中心，變成一個更為高級複雜的工業中心。正因為此，想像力就尤為必要。前所未有的新問題會在香港出現，很難在教科書中尋到答案，必須運用想像力予以解決。

學問淵博 經驗宏豐

本刊記者特別就本港小型公司及家庭企業的經管人員祇憑各自經驗而缺乏正規訓練，詢及李培源教授有無收進計劃。

「本人最近三年剛好在英國科學管理學會指導高級管理人員的進修計劃，因此對小型企業資深經理人員的需要頗有認識。該計劃的參加者大都在四十歲以上，均是小公司董事或大企業高級行政人員。該計劃是為期一週的集中訓練課程，盡量利用全體參加者的各種經驗。該項高級管理人員進修計劃是英國科學管理學會最成功的課程之一，本人樂於研究在香港有無可能開設此類進修課程。」

李培源教授本人在好幾個國家的許多不同公司積累起豐富的工商管理經驗，又有良好的學位資歷，榮獲英國布列斯托大學理學士、牛津大學公共及社會管理文憑及倫敦大學碩士。他又曾在工廠車間工作，因此也熟悉工商管理「另一方面」的問題。他有一次曾在一個建築工地充當一個泥水匠的副手，並承認是他生平最辛苦的一件差使。

本會熱烈歡迎並大力支持香港大學設立工商管理系。本會確信，李培源教授及其同寅所策劃的課程必定會大受歡迎，而且對於受訓的學員及香港經濟的前途均會大有貢獻。李培源教授表示：「此項課程是為滿足香港社會的需要而開設，也終應由香港社會來考驗課程的成功！」

簡化貿易文件大有效益

貿易文件及程序簡化工作是本會數年來積極參與的工作之一。本會副執行董事戈銳非斯先生是香港貿易文件程序簡化委員會的副主席。戈銳非斯在本文中主要講述簡化貿易文件的若干利益，今後將再撰文論述香港貿易文件程序簡化委員會正在研究處理的其他問題。

「協調簡化國際貿易中貨物運輸所需要的一切資料，文件及程序。」

此即目前世界性貿易簡化工作的定義，目的在於消除十九世紀貿易文件及程序附加於二十世紀運輸上的種種混亂、繁複及浪費——最壞的非關稅性貿易障礙。

東南亞區 香港領先

香港是東南亞首先參加此項工作的地區，於一九六七年成立貿易文件簡化工作組，由港府及各大工商組織派代表組成，由湯姆林先生任主席，並由貿易發展局提供秘書。一九七三年，香港貿易文件程序簡化委員會取代該工作組，由工商署提供秘書。

該委員會全體成員，包括湯姆林主席在內，均屬義務兼職，數年來默默無聞進行了大量艱巨的工作，因而能與國際貿易簡化工作的發展並駕齊驅，能完成主要國際貿易文件的簡化工作，而且能於一九七四年主辦第一次貿易簡化大型國際研討會。

貿易文件 繁複昂貴

由於國際貿易所需的文件極其繁複，所以不僅成本高昂，而且效率低下。一九七〇年的調查發現：在美國，貿易文件的成本平均佔有關貨物總值的百分之七點五；在英國，貿易文件及其簽發程序的直接成本超過所發貨物總值的百分之十。而且，現行制度中時常發生的小差錯，能引起的罰款、滯留及虧損等間接成本，甚至更為昂貴。

英國調查指出，由於效率低下及直接成本低廉並無必然聯繫，所以不應過份強調直

接成本。某些英國研究的參與者認為，發貨人與收貨人間全部文件的總成本，如果能夠因而促進海外市場拓展的整體效率，就應被視為有其必需的價值。

格式一致 文件簡化

不論人們喜歡與否，貿易文件表格在可預見的將來仍會存在。但表格只是填寫資料的工具。如果資料可以捨棄，表格也就可以取消。如果資料的項目可以減少，表格也就可以簡化。如果資料可以一致，表格也就可以統一於簡單的格式。此種統一格式還可能使表格的填寫及複製進一步簡化，甚至改進為自動程序系統的輸入信號。

所謂資料的一致，是指填寫資料應根據日內瓦聯合國歐洲經濟委員會一九六三年協議的模式。此一模式迄今一直是設計一整套標準外貿文件的基礎。歐洲經濟委員會的模式畫於國際標準組織規定的國際A 4號紙（210毫米×297毫米）。幾乎所有歐洲國家均以此作為其國家標準。

貿易文件成本的昂貴不在於表格紙張的成本，而在於編寫及核簽的成本。歐洲經濟委員會格式將全部文件中所有普通資料項目——約佔全部資料的百分之八十——都列在相同位置，因而大為簡化。此是格式一致的原則。

統一格式 多快好省

運用一張複印紙及一架辦公室複印機，就能印出一整套格式一致的表格。換言之，所有的文件均能一次過全部印好，或者更確

切地說，一次過全部寫好。此種方法有下列各項優點：首先，只須將一張複印紙按文件模式打字、檢查及改正錯誤。其次，無論各類文件所需份數多少，只要打一次字。第三，如要查看細節，只要參閱一張複印紙。由此可以節省大量成本。例如，可以大量減少熟練文員的工作及打印文件的時間。由於不必謄寫抄錄，因此內容更加精確，字跡也更加清楚。所有副本均與原件一樣完好。最後，因為簡化了文件的編寫準備工作，也能更好控制出口定單。

即使未能應用一次過全部印好的方法，採用格式一致的文件也能提供某些便利：首先，所有表格均大小相同，便於打字、歸檔及存放。其次，資料排列一致，便於抄寫及檢查，也使新職員容易熟悉文件程序的要求。第三，姓名地址也在同一位置，可以使用開窗信封，從而減輕打字的工作量。

本港努力 已有成效

香港依照歐洲經濟委員會的模式，統一

史釗域榮休側寫

蘇格蘭人的「吝嗇孤寒」，頗為聞名遐邇，亦已源遠流長。究竟出於何因或起自何時，恐已難已追溯。然而，不少海外來賓光臨香港總商會訪問參觀時，確實有位蘇格蘭人在本會簽證處門口恭迎款接，但他的歡迎詞却是：「對不起，您不付入處費就不能進入本處。」究竟有無人付過這筆「入處費」，就不得而知了——但據本記者所知，從未有人向「廉署」投訴過。不過，此種「歡迎詞」却令人嘆服，蘇格蘭人的「吝嗇孤寒、銖銖必較」，確實名不虛傳！

本會簽證處經理艾倫·史釗域先生雖已在香港渡過了大半生——近四十年，但祖風宛在，鄉俗猶存，仍然保留着蘇格蘭式的幽默。他在香港又有一半以上的歲月是在香港總商會簽證處工作。如今，史釗域已屆本會

政府及商業文件表格，做得非常成功；但對於向小型出口商推廣一次過複印方法，就不大成功。為了彌補此種局面，香港向加拿大貿易程序簡化組織借用了（已獲同意！）一種名叫「簡易出口」的方法。此種方法是與加拿大貿易文件統一制度複印模紙一致的一套簡易文件原式。

香港如能成功採用類似的制度，就將是香港派代表出席歐洲經濟委員會貿易簡化工作團的莫大收穫。加拿大的「簡易出口」方法及其他國家的制度就是在該團一九七五年日內瓦會議上講述及示範的。

香港貿易文件程序簡化委員會文件小組委員會正在研究如何將加拿大的制度與香港的需要密切結合，並希望不久就能在少數出口商中試行。

× × ×

但文件的簡化並不是問題的結束。本人今後將再撰文論述自動資料程序的前景及某些相關的困難；並將綜述世界各國目前對於簡化國際貿易的不懈努力。

退休年齡，將要告別香港總商會及產地來源證。本會許多會員，尤其是出口商，均熟識艾倫·史釗域。他們想必願與本會職員同寅一起，祝其榮休後萬事勝意。

艾倫·史釗域的一生可謂波瀾起伏，多姿多采。他出生於蘇格蘭西海岸的威廉堡。該地區以氣候寒冷潮濕著名。也許正是這種惡劣的氣候，促使他在二十一歲時，不遠萬里來到香港，在香港政府部門工作。時值一九三八年，艾倫固是青春少年，而他如今在本會的同寅則大多尚未出世。

艾倫表示：「蘇格蘭是一個好家鄉，但並不適宜於回鄉過退休生活。蘇格蘭人全都十分精明，所以只有離鄉出國才能賺錢。」

「想當初，香港被稱為『大英帝國的天涯海角』，那時的香港是一個窮鄉僻壤，遠

不及繁華的上海甚至星加坡。那時香港的生活非常寧靜安逸，一張十元的港幣可以用上很長時間。」

史釗域在政府部門服務了近十六年之久，包括在赤柱日本戰俘營的整整三年零八個月。他追憶道：「我對於那段時期的生活並沒有多少愉快的回憶，不過我們能夠活着出來已經算是不幸中之大幸了。」

戰後，香港迅速回復正常生活，香港的人口也急劇增長。到五十年代初期，香港工商業已逐步發展，使香港總商會必須擴充其簽證服務，並招聘外勤督察擔任貨物檢查工作。史釗域就於一九五五年入香港總商會任

督察主任，艾倫也於同年結婚。

「我們那時確實忙得不亦樂乎。總商會簽證處成立第一年，就簽發了二萬七千多份產地來源證。當然如今本處每年已簽發十五萬份左右產地來源證，而簽證處的職員也已比當年大為增多了。」

史釗域有子女各一。長女珮特麗莎對藝術頗有天賦，正在學習繪畫及舞蹈，目前與父母一起住在香港。幼子阿列斯泰正在英國肯特大學就讀。

史釗域對於退休後尚無確定計劃，但並不打算無所事事，太過悠閒。正如他自己所說：「人生在六十歲開始。」

勞工處將頒發勞資關係新條例

今年六月初，觀塘一家大紡織廠的數百名工人過了端午節後回廠返工，却發現廠門緊鎖，門上貼着一張關廠停業的告示。工人們事先沒接獲任何結束營業的通知，也絲毫看不出生意興隆的廠方有何財務困難。結果自然羣情憤慨。

該廠廠方不發通知突然關廠，漠然不顧工人生計的行爲，受到各公衆團體、傳播機構及廣大市民的一致譴責。勞工處處長彭禮士先生最近休假返來，曾致函本會表示對此一事件極表關注。

彭禮士指出：雖然此一事件在勞資關係科的協助下經已妥善解決，而且工人們的實際收入已多過法例的規定，但此一事件的性質仍然令人十分憂慮。

「本人非常擔心，此種事件可能引起騷動，尤其是受影響的工人人數眾多，又不能立即找到新的工作，後果可能會更加嚴重。

「本人認爲，僱主如欲結束營業，至少應提前一個月通知僱員。不言而喻，此段時期可使工人們能獲得必需的時間以謀求新工作，也可使勞資關係科人員能考慮事件的各方面關係後向僱主提出適當的意見。此外，

也使本港就業輔導股有時間設法安置不能自行謀職的工人。」

彭禮士續謂：「僱主如有充份理由及特殊情況，因而認爲不宜預先通知僱員準備結束營業，則應預先秘密通知勞資關係科，使該科能告知其應採取的措施，以求避免引起嚴重局面及盡量減少對工人的影響。

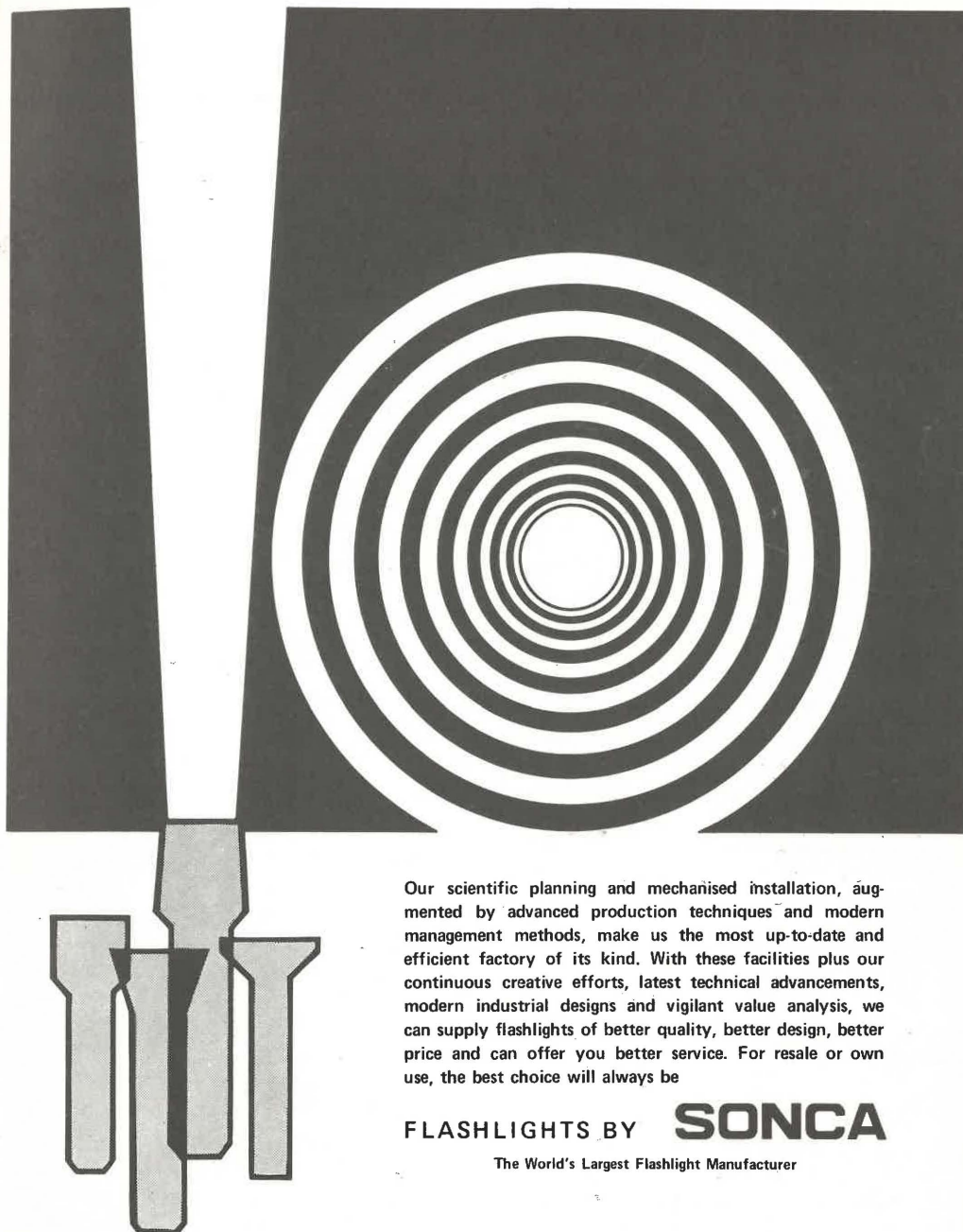
「而且，僱主如考慮結束營業但又不知如何採取最佳方法遣散工人，則應及早向勞資關係科人員諮詢。該科人員經驗豐富，能提出適當的措施建議。

「本人相信此信所述各條意見如能實行，對於因任何原因關廠停業的事件，均能改善勞資雙方的關係。」

上述事件中的工廠並非本會會員廠商。然而，本會對此一事件亦極表關注。

彭禮士透露即將頒發一項勞資關係實施條例。此條例已經勞工顧問委員會批准。此條例將強調對於勞工過剩事件必須用充份時間預先通知工人。勞工處長確信，此次條例雖然沒有法律功能，但必將被廣泛接受。

本會提請全體會員商行予以合作，遵循此次條例。



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