

HSMC

Newsletter 恒管通訊

08 • 2017



HSMC Promotes Management as a Liberal Art 恒管倡導「博雅管理」



HSMC People – Interview with
Professor Bradley R Barnes
Dean of School of Business
恒管人 – 商學院院長Bradley R Barnes教授專訪



HSMC People – "To Communicate is to be
Human" by Professor Paul S N Lee
恒管人 – 「要溝通才能成為人.....」
李少南教授撰



恒生管理學院
HANG SENG
MANAGEMENT COLLEGE



Hang Seng Management College

www.hsmc.edu.hk



綠源「恒」動 The Eco-Pledge Campaign



Eco-Pledge Campaign 綠源「恒」動捐助計劃

The Eco-Pledge Campaign is launched by Hang Seng Management College (HSMC) to provide an opportunity for all members of the community, alumni and their families and friends to participate in and witness the development of a more sustainable campus for HSMC.

The HKSAR Government has recently announced the launch of the Seventh Matching Grant Scheme (MG7) starting from 1 August 2017 to help HSMC and other self-financing local degree-awarding institutions diversify their funding sources. With our Member of Board of Governors Dr Patrick Poon's support, a HK\$10 million "Matching Challenge" has been set up for every dollar you give to HSMC will be matched dollar for dollar in the coming two years.

New plants have recently been added to the tree list under the Eco-Pledge Campaign. For a donation of HK\$20,000 or above, a commemorative plaque that bears your or your beloved name will be erected to the plant as our token of appreciation for your generous support to HSMC. Act NOW! And you will also be invited to become a Member of HSMC – Foundation and enjoy a host of privileges.

Please visit our website aaao.hsmc.edu.hk for the Campaign leaflet and donation form. For enquiries, please contact Ms Yiu from Advancement and Alumni Affairs Office (Tel: 3963 5393 or aaao@hsmc.edu.hk).

恒生管理學院（恒管）推出綠源「恒」動捐助計劃，目的是藉此號召社會各界有心人士一同參與和見證恒管綠色可持續發展的校園建設，我們誠邀您參與綠源「恒」動，與恒管攜手發展本校校園。

特區政府將於二零一七年八月一日推出「第七輪配對補助金計劃」，協助恒管及其他自資本地學位頒授專上院校開拓經費來源。有見及此，校董潘榮昌博士捐出港幣一千萬元特別為恒管設立「配對計劃」，於未來兩年間，您捐款給恒管的同時，潘博士亦同樣捐出等額款項給恒管申請配對補助，使您的捐款發揮更大效益。

新一批校園植物已經納入綠源「恒」動的樹木名冊。倘蒙捐款港幣二萬元或以上，恒管將為您精心製作刻有您或摯愛親朋名字的鳴謝牌匾一塊，豎立於您所贊助的植物旁邊。您亦將獲邀成為恒管一基金會員，從而得享多重禮遇。

請瀏覽恒管網址 aaao.hsmc.edu.hk 參閱計劃簡介及捐助表格。如有查詢，請與本校發展及校友事務處姚小姐聯絡(電話: 3963 5393，電郵: aaao@hsmc.edu.hk)。

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HSMC Promotes Management as a Liberal Art 恒管倡導「博雅管理」



In June 2017, HSMC entered into a partnership agreement with Peter F Drucker Academy of Hong Kong (DAHK) to promote DAHK's philosophy of "Management as a Liberal Art" (MLA) through the "HSMC - MLA Initiatives" (HSMC-MLAI). In making this pioneering move, what will HSMC bring to its students? To what extent do Mr Peter Drucker's philosophies, developed some years ago, tie in with current social needs and development?

HSMC Newsletter has talked to President Simon S M Ho and Professor Irene Chow, Head of Department of Management and Programme Director of the Bachelor of Business Administration (Honours) in Management programme. They shared with us some insightful thoughts and encouraging news for students.

恒管與香港彼得·德魯克管理學院於2017年6月簽訂夥伴合作協議，透過「恒管－博雅管理」倡議，倡導香港彼得·德魯克管理學院的博雅管理理念。恒管領先推動博雅管理，將會為學生帶來哪些裨益？彼得·德魯克先生的理念早於多年前發展，如何跟現今社會需要和發展接軌？

《恒管通訊》訪問何順文校長以及管理學系系主任兼管理學工商管理(榮譽)學士課程總監周巧笑教授，分享真知灼見，並介紹對學生有何裨益。

The Future of Management - Responsible Leadership Plus Human Caring 管理未來之道 – 負責任領導與人文關懷

To what extent do you think MLA is important? How does the HSMC-MLAI complement with or enhance HSMC's "Liberal + Professional" education model?

President Ho: We believe that the HSMC - MLAI can further enhance HSMC's "Liberal + Professional" education model. Management is seen as a "liberal art" subject rather than just a professional discipline because it deals with multi-disciplinary knowledge, wisdom, people, cultures, values, ethics, leadership and social responsibilities.

Unfortunately, if we review the current state of management, it seems that many senior executives (and the corporations they lead) focus on the maximising shareholder value (MSV) doctrine, which has dampened the free economy, dehumanised management and upset many non-shareholder stakeholders.

The remedy lies in becoming aware of stakeholder shared values, and reforming the corporate mindset. With a change of values in the business sector and academia towards MLA, along with a stakeholder-based governance approach, it will be possible to create a sustainable future with "green capitalism". Only by returning to the original social contracting concepts of the corporations can we forge mutual trust and beneficial relationships among different stakeholder groups.

In implementing both the "Liberal + Professional" model and the HSMC-MLAI, we hope that our students learn to become self-reflective, soulful, caring, and satisfied executives. The liberal education approach sheds light on how to educate more effective managers and nurture students with the following competencies: personal values, inter-disciplinary and cross-cultural perspectives, adaptive learning, critical thinking, creativity, analytical problem-solving, interpersonal communication, teamwork and human caring. These are also the important qualities of most effective leaders.

Why does HSMC collaborate with DAAK? What synergies are expected to achieve?

President Ho: The management guru Peter Drucker also cared greatly about personal and social development, ie, in considering economic development, the social aspects should also be emphasised. To this, we believe HSMC shares common ground with Drucker and DAAK. Personally, with my teaching and research focus on corporate governance, sustainability and responsibility, my collaboration with DAAK can be dated back to more than a decade ago when the Academy was founded in Hong Kong. I was invited as speaker in some DAAK events to share my views on these topics.



President Simon S M Ho addressed at the partnership agreement signing ceremony.
何順文校長於夥伴合作簽約儀式上致辭。

博雅管理如何重要?「恒管－博雅管理倡議」如何配合或提升恒管一貫推行的「博雅＋專業」教育模式?

何校長:我們相信「恒管－博雅管理倡議」有助提升恒管的「博雅＋專業」教育模式。管理涉及多學科知識、智慧、人、文化、價值觀、道德、領導力及社會責任;因此,管理不單只是專業學科,更是「博雅學科」。

可惜,當我們審視現今管理狀況時,似乎不少高層行政人員(以及他們所領導的機構)只著眼於奉行攫取最大股東價值的教條。結果損害了自由經濟,管理變得不符人性,也讓許多非股東持份者感到失望。

補救方法在於關注持份者的共享價值以及改變企業思維。商界和學術界若可對博雅管理的觀念有所改變,加上採用以持份者為本的管治方式,就可建立「綠色資本主義」的可持續未來。企業必須重拾社會契約的概念,大家才可建立不同持份組別的互信和互利關係。

推行「博雅+專業」教育模式和「恒管－博雅管理倡議」時,我們希望學生學習如何成為一個懂得自省、有靈性、關懷別人並知足常樂的人。博雅教育的要點在於培育更有效的經理,讓學生具備這些特質:個人價值、跨學科和跨文化的視野、適應性學習、明辨思維、創意、解決難題的分析能力、人際溝通技巧、團隊精神及人文關懷。這些也是最有效領導者的重要本質。

恒管跟香港彼得·德魯克管理學院的合作內容為何?期望達致甚麼協同效應?

何校長:彼得·德魯克先生是管理學大師,也非常關心個人和社會發展,例如考慮經濟發展時,也要強調社會層面。這一方面,我們相信恒管與彼得·德魯克先生以及香港彼得·德魯克管理學院看法不謀而合。個人方面,企業管治、可持續發展及企業責任都是我的教學和研究焦點,而我跟香港彼得·德魯克管理學院的合作,

We are glad that the HSMC-DAHK collaboration is funded by the Shao Ming Lo Foundation. Mr Shao Ming Lo is the founder of DAHK and currently resides in the US. In this collaboration, DAHK will share with us its expertise in teaching MLA with unfailing support from some MLA professionals from the US including Mr Shao. We are sure that valuable synergies and mutual enhancement on responsible management initiatives can be achieved.

In which areas will HSMC and DAHK collaborate?

President Ho: Our collaborations are manifold covering teaching, research and the advocacy of MLA, through which MLA will be elevated to new heights. We will be organising a series of seminars, conferences and research workshops for ideas exchanges. We will organise an international conference on MLA on 13 October 2017. Our Department of Management and Executive Development Centre will also deliver executive training relating to MLA.

可追溯至十多年前該學院在香港成立之時。我曾經多次獲邀，在學院的活動就以上課題分享看法。

很高興恒管跟香港彼得·德魯克管理學院的合作獲得邵明路基金會贊助。邵明路先生是香港彼得·德魯克管理學院創辦人，現居美國。該學院將與恒管分享教授博雅管理的方法，包括邵先生在內的一些美國博雅管理專家，也會全力支援。我們相信，這項合作可就負責任管理倡議，產生有價值的協同效應和相互提升。

兩家機構將會在哪些方面合作？

何校長：兩家機構將會在多方面合作，涵蓋博雅管理教學、研究和倡導，把博雅管理提升至更高層次。我們將會舉辦一系列研討會、會議和研究工作坊，交流意見；一項有關博雅管理的國際研討會將於2017年10月13日舉行。恒管的管理學系和企管發展中心也會提供博雅管理行政人員培訓。

About Peter F Drucker Academy

關於彼得·德魯克管理學院

Peter F Drucker Academy was established in 2006, the only management institute being named after and authorised by Mr Peter Drucker together with his family in China. The academy is also registered as a non-governmental organisation (NGO) in Hong Kong. Mr Drucker was also the Chief Development Consultant for the academy, who participated in the design and development of courses at the beginning.

Mr Drucker believed that managers for all organisations must understand and be familiar with their own countries, and take responsibility for both the development and building of the country. He asserted that China must train up her own managers, instead of importing foreign management experts.

The academy is on the mission of preaching Drucker management theories and his ideology. It aims at providing outstanding training courses to managers of local enterprises, governmental organisations and NGOs; helping all local companies and governmental organisations to raise the standard of performance; and leading all of the organisations to take up social responsibility; in order to actualise Mr Drucker's vision of sustainable society.

彼得·德魯克管理學院在2006年正式成立，為大中華區唯一獲彼得·德魯克先生及其家族親自授權而命名的管理學院，並在香港正式註冊為非牟利慈善團體。德魯克先生亦曾是管理學院的顧問，在學院始創時期親身指導課程內容編排。

德魯克先生認為管理者必須熟悉及了解自己國家，進而肩負起建設國家的責任。他確信中國需要自己培養管理者，不能依賴進口人才。

學院以宣揚德魯克管理哲學和延續其核心思想為己任，致力為本地企業、政府機關及非牟利組織管理人員提供培訓課程，協助各企業和公務機構提升績效，和引導各企業機構肩負起社會責任，以延續德魯克核心思想和實現德魯克對社會持續發展的願景。

What does Drucker Say about MLA?

In his 1989 book *The New Realities*, Peter Drucker wrote that "Management deals with people, their values, their growth and development – and this makes it a humanity. So does its concern with, and impact on, social structure and the community."

德魯克先生如何解說博雅管理？

彼得·德魯克先生在其1989年出版的著作*The New Realities*寫道：「管理關乎人以及人的價值、成長和發展，這就是人文所在。因此，管理也關乎並影響社會結構和社群。」

MLA is about Study, Practice and Application

博雅管理就是學習、實踐和應用

What are the strengths of MLA in nurturing well-rounded young professionals? What differences has MLA brought to management?

Professor Chow: The essence of management is deciding what is to be done (purposes of a society, business firm or social service institution) and how to do it well by organising and controlling its execution, and measuring its results. Management is also classified as an art because it is about practice and application. Only when it is effectively used will it produce true values.

Drucker's MLA incorporates human dimension and values into management, putting management focuses not only on profit and power, but also on respect for people, value, structure, and responsibilities in business and public affairs. The strengths of MLA can be seen in its offering a broad and profound area of study. Students will be taught to develop a high level of integrity, moral standard and social concern.

How does HSMC incorporate the HSMC-MLAI into its teaching?

Professor Chow: In the coming academic year, two MLA modules will be offered to all HSMC students as common core curriculum electives, namely MLA: Back to the Human Side and MLA: Toward a Better Society. Scholarship will be awarded to top students in each module.

Apart from taking these electives, our students can also participate in the forthcoming MLA seminars and conferences. Our research findings may also inspire insights into management practices benefiting our students' future career developments.

After incorporating HSMC-MLAI into HSMC's programmes, what positive results are expected, say, in terms of students' academic achievements, personal development, and readiness for future career?

Professor Chow: We believe that there will be many positive effects. Our students can broaden their views and perspectives, looking at management not just as a business topic, but also involving social and human factors if they want to be a successful manager and leader.

Our students will also learn to develop themselves into a whole person with a high level of integrity and morality, as well as enriching their sense of responsibility and upholding ethical principles. These are essential factors in effectively leading any organisations nowadays. If they can motivate people to contribute and achieve, they can in turn bring social benefits and finally help build a better society. Is this not an ultimate goal for people at large?



Professor Irene Chow, Project Leader of the MLAI, deliberated on how to incorporate MLA into learning. 周巧笑教授簡介如何在學習上引入博雅管理。

培育年青專才全人發展時，博雅管理有何優勢？對於管理這門學問帶來哪些不同之處？

周教授：管理的精髓是經過組織和控制執行過程，並計算成果，從而決定該做甚麼(社會、企業或社會服務機構的目標)，以及如何妥善做好。管理涉及實踐和應用，因此也被視為藝術。管理得當，才能發揮真正價值。

德魯克先生提倡的博雅管理，融合了人的因素和價值，讓管理焦點不囿於盈利和權力，也關乎業務及公共事務上的人物、價值、架構和責任。博雅管理的優勢在於廣闊而深入的學習範疇，教導學生建立高水平的誠信、道德標準以及對社會的關懷。

恒管如何把「恒管－博雅管理」倡議融入教學？

周教授：在新學年，共同核心課程將增設兩項博雅管理單元，供所有恒管學生選修，分別為MLA: Back to the Human Side和MLA: Toward a Better Society。每個單元成績優異的學生可獲頒獎學金。

除了選修這些單元，恒管學生將來亦可參與博雅管理研討會和會議。我們的研究結果亦可啟發思考，看看管理實務如何有助學生的未來職業發展。

「恒管－博雅管理」倡議納入恒管課程後，預計對學生的學術成就、個人發展和就業準備等，有何正面影響？

周教授：我們相信正面效果甚多。學生可擴闊視野，檢視管理專業時，不再只視之為商業課題。若要成為成功管理人員和領袖的話，也要顧及社會和人文因素。

恒管學生將可學習全人發展，培養高度誠信並崇尚道德，提升責任感並堅守倫理原則。今時今日，這些都是有效領導任何機構的重要因素。他們如能推動別人作出貢獻，爭取成就，便可進而造福大眾，建設更美好的社會。這不就是大多數人理想所在嗎？

Going the Extra Mile for the School of Business 與商學院同行 邁向新里程

Professor Bradley R Barnes
Dean of School of Business
商學院院長
Bradley R Barnes 教授



Professor Bradley R Barnes joined HSMC in early July 2017 as the Dean of the School of Business. Before joining the HSMC family, Professor Barnes held Associate and Assistant Dean positions at both universities in his home city of Sheffield in the UK. A renowned scholar and academic leader, Professor Barnes has published in all the leading international business and marketing journals, including *Journal of International Business Studies*, *Journal of World Business*, *Management International Review*, *International Business Review*, *Journal of International Marketing* and *International Marketing Review*, among many others.

In this interview, Professor Barnes shared with us his previous collaboration with HSMC, some observations about higher education in Hong Kong and his aspirations of taking the School of Business to new heights.

Bradley R Barnes教授於2017年7月初履新，擔任恒管商學院院長。加入恒管大家庭前，Barnes教授在其居住的英國謝菲爾德市，分別擔任兩所大學的協理院長及副院長。Barnes教授是著名學者和學術領袖，曾於國際商企學及市場學期刊發表學術文章，包括《國際商企學報》、《環球商業學報》、《國際管理評論》、《國際商業評論》、《國際市場學學報》和《國際市場學評論》等。

Barnes教授接受《恒管通訊》訪問，分享他以往與恒管的合作，對香港高等教育的一些觀察所得，以及如何帶領商學院更進一步提升地位。

Is HSMC new to you? What inspired you to join this young higher education institute in Hong Kong?

Professor Barnes: My collaboration with HSMC began a couple of years ago when I was invited to deliver a research talk to faculty. At that time, I was impressed by the facilities on campus and the interest shown by enthusiastic teaching and research staff. Later, as I commenced with the recruitment process, I found that the senior staff and I had a similar vision and view of academia and I felt we shared the same language, well as far as higher education is concerned. In addition, I have a wide network of friends who work across different higher education institutions in Hong Kong

and the majority of my research has been undertaken in an Asian context. I feel I can help the School develop more research and encourage staff to incorporate such work into research informed teaching.

In comparing higher education in the UK and Hong Kong, do you find any differences?

Professor Barnes: Considering the cultural and social developments in the two places, it is natural to see differences. In the UK, there are multi-tiers of institutions and their qualities vary significantly. In Hong Kong, we have a relative smaller number, yet each strives to benchmark against others to enhance

standards. The speed of work does vary between the two places. Here, the pace is much faster, including the decision-making process. I see my colleagues working long hours to make things happen. I appreciate their dedication and try to encourage them to have a work-life balance. Something that I don't always do well for myself, in honesty.

Students in the UK are often more demanding and they like to make decisions on their own without much parent involvement. In Hong Kong, I feel parents often play a more integrated role and I can see they are anxious about making the correct decision for their children's studies. As for the student-teacher relationship in Hong Kong, as far as I can see, it tends to be a very pleasant approach here at HSMC.

HSMC's School of Business has a history of success. What do you think would be the most important aspects when leading the School?

Professor Barnes: We have experienced, outstanding teaching and administrative staff in the School of Business. Their expertise and passion provide a very solid foundation for the School to develop. As the Dean, I think it's important to be a good facilitator by supporting, motivating and empowering staff. Creating an environment where people are respected and recognised for their good work is crucial. It would be desirable if we can provide incentives for people to grow and develop. Moreover, I would like to know their vision regarding the School, for instance, how it should move forward as a leading business school. By thinking in the same direction, I feel a promising future can be reached.

We plan to seek accreditation from the Association to Advance Collegiate Schools of Business (AACSB). This is a School-wide accreditation initiative, which many of the world's leading Business Schools aspire to obtain. AACSB accreditation focuses on continuous improvement and development. I think we are in an excellent position to obtain this in the future.

What opportunities and challenges would you expect at HSMC?

Professor Barnes: I would always view challenges as opportunities and capitalise on the College's positive elements. The College has a clear vision for obtaining university status. I see that all colleagues contribute and are committed to help achieve this goal. The enthusiasm shared by staff helps to develop students. I'm very impressed by the significant number of awards that students here have achieved and these are across the disciplines. Besides, HSMC's continuous efforts to extend its international reach will not only help students to broaden their perspectives, but in the future, I see that more international students will be attracted here once the university title has been granted. HSMC provides an ideal environment whereby academic faculty can initiate ideas and obtain student support to develop research projects that can supplement teaching and learning. I look forward to a challenging and exciting journey at HSMC. I'm sure there will be many interesting and rewarding experiences ahead.

恒管對你而言陌生嗎？甚麼驅使你加入這家成立不久的香港高等教育院校？

Barnes教授：我與恒管的合作源於數年前我應邀為商學院作研究演講。當時我已對校園設施及充滿熱忱的教學和研究人員留下深刻印象。其後，我在應徵過程中發現我對高等教育的願景和學術觀點與學院管理層非常相近。因我的學術研究多以亞洲為主，我認識到不少在香港高等教育院校任職的朋友。因此我相信我可帶領商學院開展更多學術研究工作及鼓勵同事把研究成果納入教學之中。

就英國和香港的高等教育，你認為兩者有沒有差異？

Barnes教授：考慮到兩地的文化差異和社會發展，自然會看到不同之處。在英國，院校會被分為不同等級，而質素也有明顯差異；在香港，院校數目相對較少，但每所院校亦會參考其他院校作基準，從而提升水平。此外，香港與英國的工作效率及速度亦有所不同；香港在決策過程上節奏很快。我看到同事為了把事情辦好而長時間工作。我很欣賞這份努力，但亦嘗試鼓勵他們工作與生活要取得平衡。不過老實說，這方面我也並不時常處理得好。

在英國，學生對院校的要求較高，他們也喜歡自行作決，父母的參與並不多。我認為香港的父母擔當的角色較為多元，也看到他們緊張子女能否選擇恰當的學習途徑。至於香港的師生關係，據我所見恒管師生相處融洽，關係良好。

恒管商學院往績優異，領導商學院時你認為哪方面最為重要？

Barnes教授：商學院擁有經驗豐富的教學與行政人員，他們的專業知識和熱誠的工作態度為商學院的持續發展打下良好基礎。作為院長，我認為最重要的角色是支持和推動員工，給予他們更多自主權。營造一個員工彼此尊重的工作環境，肯定他們的傑出表現亦至關重要。此外，我亦希望了解同事對商學院的願景，如作為一所卓越的商學院應如何邁步向前。只要目標一致，相信定可創出更美好的未來。

商學院已計劃向國際高等商學院協會申請認證。世界各地著名的商學院皆渴望獲得這項認證。協會的認證強調持續改進和發展，我認為商學院現處於絕佳的狀態向協會申請，並可於不久將來獲得該項認證。

你預計在恒管會碰上哪些機遇和挑戰？

Barnes教授：對我來說，挑戰亦是機遇，我會善用學院的優勢展現我們最好的一面。學院在大學正名方面，有明確的目標與願景。我看見每位同事都為這個目標努力不懈，而全體教職員的熱忱亦有助學生的發展。我對恒管學生於不同學科屢奪殊榮印象深刻。此外，恒管不斷拓展國際間的聯繫，既有助學生擴闊視野，更可於獲得大學正名後，吸引更多世界各地的學生入讀。恒管提供一個理想環境，讓教職員提倡新想法，並在學生的支持下發展能夠輔助教學的研究項目。我期待在恒管開展具挑戰性而豐實的旅程。



To Communicate is to be Human

要溝通才能成為人.....

Professor Paul S N Lee
School of Communication
傳播學院
李少南教授

I am pleased to be invited to share a topic of my interest to colleagues at HSMC. I would like to talk about the role of communication in arriving at humanity. It is a cliché in our field to say that “to communicate is to be human”. It is well established in anthropological and scientific studies that the invention and use of symbols for communication was a breakthrough for human development. Symbols are signs which carry commonly agreed-upon “meanings” within a specific community. With the word “snake”, we don’t need to see the real snake to get the image of a snake because we all “agree” to the meaning of the word which “represents” certain creatures. Language, both oral and written, is a patterned use of symbols. It is the ability to use symbols which distinguishes human from other species.

With language, humans free themselves from the limitations of acting in response to sense experience in a rather narrow present as other animals do. With linguistic tools, they can survey and catalogue their environment, record their success and failure in their interaction with the environment, and accumulate experiences for changes and improvement of their situation. Without symbolic communication, humans would not have had history. Neither could they plan for the future since they could not learn from the past without written records. Only learning from errors committed in the past can humans improve themselves, and plan for the future. The intent of planning is always to achieve a better outcome for oneself or others in future.

As people live in different environments, they are confronted with different challenges and develop different ways of dealing with them. When different groups of people live in remote areas without much contact, their languages and cultures become different. For them, there is no need to develop compatible communication tools to interact and understand one another. Lack of communication contributes to separate developments of cultures and civilisations, making unity of humans difficult.

In the study of communication, researchers always ask a question: Why can’t we sell brotherhood like soap? One of the answers is “people don’t communicate”. Despite the fact

很高興獲邀跟恒管的同事談一個我感興趣的話題。想談一下溝通在提升人文主義當中的角色。在傳播研究領域，「要溝通才能成為人」的說法，是老生常談的共識。人類學及科學研究都指出，發明使用符號是人類發展一大突破。符號是一個社群約定俗成賦予一定「意義」的標記。只要看到「蛇」這個字，腦海便會產生蛇的形象，無須真的看到一條蛇，因為大家已約定俗成這個字代表那種生物。言語，不論口語或文字，就是一套既定形式的符號，它讓人類在芸芸生物中，出類拔萃，超越其他物種。由於懂得使用文字，人不再像其他動物那樣，只能對狹隘的現況，作出即時的感觀反應。

利用語言，人類可觀測環境，把它記錄下來。與環境互動時成功與失敗經驗都得以記錄，從而累積經驗，並按此作日後行動的依據和改進。沒有溝通符號的能力，人類便不可能擁有歷史，沒有過去的記錄，人類也不可能從經驗學習和改進，更無從為將來作打算。為將來做計劃，一般都是為了有更好的未來。假若人不能從過去的錯誤學習，要為改善將來作計劃，也無從說起。

人的居住環境不同，遇到的挑戰也不一樣，因而發展出不同的應對方式。若不同的人群處於偏遠地方而互不往來，他們的語言文化便會各異。對偏遠和分隔很遠的人群來說，他們無需擁有共通的語言工具互動及了解。可是，由於缺乏溝通，導致不同的文化各自發展，令人類一統整合，出現困難。

傳播研究中，人們經常問：「為何不能像推銷肥皂那樣推銷兄弟情？」其中一個答案是「人們缺乏溝通」。雖然人可以透過掌握共同語言互相交談，例如英文、西班牙文或中文，但是他們被各自的文化、經濟及政治分歧阻隔。今天人類並不擁有共同的文化價值、視

that today people can talk to each other through acquiring a common language like English, Spanish or Chinese, they are “separated” by their cultural, economic and political differences. People today do not share same cultural values, perspectives and ways of doing things. They are confronted with the challenge of socio-cultural integration. On the local front, people are divided into elites and masses, rich and poor, rulers and ruled. On the global front, various nations are contending the Euro-American hegemony.

Idealistically, both local and global cleavages can be narrowed by “dialogues” between the contending parties, ie, the elites and masses internally, the core and the peripheries globally. A “genuine” dialogue in Habermasian sense (by Mr Jürgen Habermas, German philosopher) would include positive answers to the following questions:

1. Is the content objective? (truth)
2. Are the speakers’ intentions socially acceptable? (rightness)
3. Do speakers express what they truly believe? (sincerity)

As one can easily see, today communication between people or states rarely fulfil these three conditions. Those who are in power do not tell the truth and speak what they truly believe to the powerless, and the speakers’ intentions are often socially unacceptable. The subjugated party also fail to meet the three conditions due to repressive conditions they encounter. Communicative tool today has been used by both powerholders and powerless to conduct a hegemonic and anti-hegemonic battle. If the powerful are not willing to share their power, wealth, and honour with the powerless and marginalised, communication at best is used for manipulation and counter-hegemony, rather than promotion of humanity. Struggles between have and have-nots will last.

Some countries today continue to forbid free flow of information and free speech. From a historical perspective, it will contribute to an isolation of their societies from the rest of the open world. Conflicts will inevitably arise between these closed societies and the open ones. It is not conducive to the unity of the world, and promotion of humanity. If people can communicate “truth with acceptable intentions and sincerity”, like what they always do with their brothers and sisters, humans will live in a better world.



Professor Lee shared with the audience at a conference held in Wuhan.
李教授在武漢舉行的會議跟出席者分享心得。

野及行事方式，大家都面對社會文化融合的挑戰。在本地層面，人被分成精英 — 群眾、貧窮 — 富有、統治 — 被統治的對立面。國際間，發展中國家正在抗衡歐美國家的霸權。

不論本地精英與群眾，抑或國際上核心國與邊陲國，從理想角度來看，大家的分歧都可透過「對話」收窄。一個具有哈貝馬斯(德國哲學家Jürgen Habermas)意義的「真正」對話，須妥善回答以下三個問題：

1. 它的內容是否客觀事實？(真實性)
2. 說話者的意圖是否獲社會普遍接受？(正當性)
3. 說話者是否說出自己確切相信的話？(誠懇性)

顯而易見，今時今日人與人、國與國之間的對話很少符合以上三個情況。有權者很少對無權者說真話和自己相信的話，他們的話語動機也經常不獲社會接受。被壓抑的一方生活在備受打壓的環境，為了反制和自保，他們也很少在對話中滿足以上三個條件。現在，傳播成為掌權者及無權者在霸權管治及反霸權鬥爭的工具。當掌權者不願與無權及被邊緣化的人分享權力、財富及榮譽，傳播只會是操控及反操控的鬥爭工具，離促進人文主義的角色甚遠，富足與貧困的人將鬥爭不絕。

有些國家目前仍限制自由通訊及言論自由，從歷史角度看，這些國家將自我孤立於其他開放社會。開放與封閉社會的衝突將無可避免，而這些衝突不利於世人的團結與人文主義的發展。假若人人都可以用「正當的動機，誠意地溝通真實的想法」，像兄弟姊妹之間那樣平常溝通，人類社會可更美好。



Take Chances and Manage Changes 把握機遇 駕馭轉變

Katherine Lau Kam Lan

劉金蘭

Two-Year Diploma in Business Studies
Hang Seng School of Commerce

恒生商學書院商學文憑課程

Graduate of 1988

1988年畢業生

General Manager, Corporate Quality & Sustainability
Fuji Xerox (Hong Kong) Limited

富士施樂(香港)有限公司
企業優質及可持續發展總經理

Katherine Lau recalled she had received more than one offer for post-secondary education but she ultimately chose Hang Seng School of Commerce (HSSC) because of its teaching quality and comfortable environment.

Katherine found her study at HSSC very practical and useful for her career development. She remembered so well that the teachers were very serious but their professional training proved to be truly valuable, "We had to study banking laws, as well as taking part in case studies and cross-faculty debates. All these helped enhance our analytical thinking and sharpen our skills." Since the subjects offered by HSSC were very relevant to her career development, she found jobs quickly soon after graduation.

Katherine has been working with her existing company for a long period of time and she is grateful to the company for the many development opportunities. "Staff members are welcomed to take up different positions if their qualifications and experiences are suitable. Its talent development initiatives offer me wider development dimensions." She was first employed as an executive secretary and later served in different roles, including survey analysis and reporting, quality circle and training. In early 2000s, she seized the opportunity to shift to the management of corporate sustainability and social responsibility, new focuses in the company's strategic planning. This is a key turning point in her career. She enriched her knowledge of sustainability through training, conference, seminar and award/exchange programmes. Katherine treasured all the chances to learn, to contribute, and to grow together with the company over the years.

Katherine is among the pioneers who help enhance awareness of sustainability at corporate level. She is also glad to see that many corporates have started to get involved while schools are offering more related programmes to nurture potential talents. "It is important to do our own part, be a role model and then encourage others to join this meaningful cause," she said. "This is how we could promote the ideas."

Despite confusions found along her career path, Katherine managed to find her way out with the help and advice of senior colleagues. She shared, "I would take all challenges as experiences rather than predicaments. With perseverance, solutions can always be found. Passion and a clear goal is a must."

Katherine hopes that HSMC students could cherish what they have including the diversified learning experiences. She also thinks a rich and meaningful life could not be achieved without a thankful heart and a work-life balance.

劉金蘭中學畢業後繼續進修，在芸芸獲批的入學申請當中，她還是心儀恒生商學書院(恒商)，全因師資優良，環境優美。

她認為從恒商所學的十分實用，對日後職業發展極有幫助。她猶記得老師們都非常嚴謹，但能夠師承如此專業的訓練實在難能可貴：「我們既要學習銀行相關法例，又要參與個案研究和跨班別辯論，從中得以提升邏輯思維，鍛鍊技巧。」恒商的學科非常切合她的職業路向，畢業後很快便獲得聘用。

在現職公司工作已有好一段日子，劉金蘭十分感謝公司給予眾多發展機會。她說：「公司歡迎學歷和經驗合乎要求的員工嘗試不同崗位，這種人才發展方針為我提供更廣闊的發展方向。」她初加入時擔任行政秘書，其後轉往不同職位，工作涉及問卷調查分析和報告、品質圈和相關訓練。到了千禧年代初，她抓緊機會，轉職到公司策略發展的新焦點，負責企業可持續發展及社會責任的管理工作，這是她的職業發展重要轉捩點。她透過培訓、會議、講座、參與獎項或交流活動，提升對可持續發展的認識。多年來，她珍惜每個與公司一起學習、貢獻和成長的機會。

在企業層面推動可持續發展，劉金蘭可說是其中一位先行者，她很高興許多企業開始參與其中，而學校也開辦更多相關課程，培育人才。她指出：「最重要是先做好本份，以身作則，再鼓勵別人一同參與這個充滿意義的工作。我們就是這樣推而廣之。」

職業路上難免碰到迷惘的時候，幸而得到資深同僚幫助和提點，她得以找到方向。她分享說：「我會把種種挑戰視為經歷，而非難關。只要堅持下去，總會找到解決方法；當中，擁有無限熱誠和清晰目標卻是必須的。」

劉金蘭希望恒管學生能夠珍惜所有，包括多元化學習體驗。她更認為欠缺感恩的心以及工作和生活平衡，便難以擁抱豐盛和有意義的人生。



Recognitions and awards received by the company.
公司獲得眾多認可和獎項。



Participating in various corporate sustainability activities.
參與各式各樣企業可持續發展活動。



Set Target, Plan Backward and Move Forward 鎖定目標 逆向計劃 奮力向前

Alan Wu Wai Luen

胡瑋麟

Bachelor of Business Administration
(Honours) in Accounting Concentration

恒管工商管理 (榮譽) 學士
專修會計學

Graduate of 2014

2014年畢業生

MSP Evangelist at I Consulting Group (ICG)

ICG MSP Evangelist

Clear about his career development path in business management, Alan Wu had started preparing himself ever since he was at school. He joined HSMC as its first cohort of students and unleashed his greatest potentials here and later at work.

While at HSMC, Alan seized every opportunity to learn and experience by engaging in different college events and programmes. He was also enrolled in the mentorship programme which enabled him to learn more about the actual work environment from experienced practitioners in various industries. He pointed out, "School is a place full of love and care, but it may be totally different when getting into the workplace. Be prepared and you can better adapt to the turbulent work environment. Besides, being self-disciplined as well as enhancing personal effectiveness and time management skills are important. This certainly helps in advancing one's career."

Upon graduation, Alan applied for the post of Management Trainee at a listed conglomerate. After going through several rounds of selection, he finally succeeded in getting the job and found it a very inspiring and eye-opening experience to work with colleagues from different departments and ranks, who have their own talent and outstanding calibre. Without exception, he also meets challenges in his career. Other than handling loads of work, he also had to manage pressure and his self-expectation. Striving hard on his way, Alan is now working at a Cloud Technology company and enjoys the precious experience to meet new challenges. Though not pursuing his career in accountancy, Alan finds his training in this profession valuable, he shared, "The ability to understand how financial figures reveal the operation of a business is very useful. In the business planning process, the financial statements can give me clues."

Alan looks mature when considering his young age, not only because of his professional appearance but also his absolutely clear mind and presentation. He suggested, "To succeed, you have to plan backward, ie to have a future vision and then think of the steps and milestones which can help achieving the goal." He also encouraged students to be self-motivated and think from different angles, which are key factors to success.

At present, Alan helps in the alumni association of his secondary school and serves as a mentor of junior fellow schoolmates. He stressed that alumni are also one of the important stakeholders of the College and hopes that the spirit of HSMC can pass on.

胡瑋麟同學十分清楚以工商管理為職業路向，因此，在學時早已開始作好準備。他入讀恒管，成為首屆學生。無論在恒管抑或其後的工作崗位，他都致力發揮潛能。

就讀恒管期間，胡同學參與各式各樣學院活動和計劃，爭取每一個學習和體驗的機會；他並且參與師友計劃，從經驗豐富的業界人士身上，加深認識實際工作環境。他指出：「校園是個充滿愛護和關懷的地方，然而工作場所可能截然不同。及早準備，才能好好適應千變萬化的環境。此外，提升自我管理技巧亦十分重要，有助個人事業發展。」

畢業後，胡同學到一所多元化業務的上市集團應徵管理培訓生，經過多重遴選後成功獲得取錄。期間，他有機會與不同部門和職級的同事合作，同事各具才能，亦擁有過人特質。這種經驗啟發思考，讓人大開眼界，獲益良多。職業路上總會遇上挑戰，胡同學也不例外。除了應付排山倒海的工作，他更需要處理壓力和管理自我期望。他現於一所雲端科技公司工作，繼續迎接新挑戰。雖然沒有投身專修的會計專業，但他認為專修會計學所接受的訓練非常實用。他分享心得：「財務數字可反映企業營運狀況，懂得理解財務數字所顯示的資料，十分有用。在業務策劃過程當中，公司財務報告可以提供線索，協助思考。」

胡同學雖然年紀輕輕，卻顯得成熟穩重，除了關乎他的專業打扮外，也由於他清晰無比的思路和表達技巧。他提出建議：「逆向計劃是成功的要訣，即是先鎖定未來願景，然後訂立達致目標所需採取的步驟和創造的里程碑。」他亦鼓勵同學做事更加主動和心思慎密，這些都是成功要素。

現時，胡同學參與中學校友會的事務，並擔任師弟妹的導師。他強調校友是學院重要持份者之一，期望恒管精神能夠薪火相傳。



Participating in an ICG event.
參與公司活動。



Alan Wu and Mr Andy Lau, CEO of ICG, attended Amazon Web Services Hong Kong Summit 2017.
胡同學及ICG總裁樓永強先生出席亞馬遜網絡服務香港高峰會2017。

More Government Subsidies for Students Taking HSMC Undergraduate Programmes

修讀恒管學士學位課程享有更多政府資助

With the government's announcements in early August 2017, students taking self-financing undergraduate programmes at HSMC can receive more subsidies from academic year 2017/18 onwards. The two related schemes are: Non-means-tested Subsidy Scheme for Self-financing Undergraduate Studies in Hong Kong, and Study Subsidy Scheme for Designated Professions/Sectors (SSSDP). The government subsidy details are as follows:

隨著政府於2017年8月初作出公佈，由2017/18學年起，於恒管修讀自資學士學位課程的學生可享有更多資助。兩項相關資助計劃是：「為修讀香港自資學士學位課程學生提供的免入息審查資助計劃」以及「指定專業/界別課程資助計劃」。政府資助詳情如下：



A. Non-means-tested Subsidy Scheme for Self-financing Undergraduate Studies in Hong Kong 為修讀香港自資學士學位課程學生提供的免入息審查資助計劃

HSMC Programmes 恒管課程	Annual Subsidy Amount 每年資助金額	Effective 生效期
All 16 undergraduate programmes 全部16項學士學位課程	HK\$30,000 三萬港元	From academic year 2017/18 由2017/18學年起

B. Study Subsidy Scheme for Designated Professions/Sectors (SSSDP) 指定專業/界別課程資助計劃

HSMC Programmes 恒管課程	Annual Subsidy Amount 每年資助金額	Effective 生效期
Bachelor of Business Administration (Honours) in Supply Chain Management 供應鏈管理工商管理(榮譽)學士	HK\$40,000 四萬港元	Under SSSDP since academic year 2015/16 自2015/16學年起已納入「指定專業/界別課程資助計劃」
Bachelor of Science (Honours) in Actuarial Studies and Insurance 精算及保險(榮譽)理學士	HK\$40,000 四萬港元	From academic year 2018/19 由2018/19學年起
Bachelor of Arts (Honours) in Applied and Human-Centred Computing 應用及人本計算學(榮譽)文學士		Students taking these four programmes in academic year 2017/18 can still receive an annual subsidy of HK\$30,000 under the Non-means-tested Subsidy Scheme for Self-financing Undergraduate Studies in Hong Kong. 於2017/18學年修讀此四項課程的學生仍可享有「為修讀香港自資學士學位課程學生提供的免入息審查資助計劃」所提供每年三萬港元的資助。
Bachelor of Science (Honours) in Data Science and Business Intelligence 數據科學及商業智能學(榮譽)理學士		
Bachelor of Management Science and Information Management (Honours) 管理科學與資訊管理(榮譽)學士		

Remark: Students can only apply for subsidy under one of the above two schemes (A or B).
註：學生只可申請以上兩項其中一項計劃的資助(A或B)。

Release of Research Report on “Preventing Marginalisation in Air Passenger and Freight Business - Analysis of Global Aviation Network”

「香港航空業如何避免被邊緣化—全球航空網絡分析」研究報告發表

The Department of Supply Chain and Information Management conducted an in-depth research titled “Preventing Marginalisation in Air Passenger and Freight Business - Analysis of Global Aviation Network” based on global network analysis.

At a press conference held on 16 June 2017, Dr Collin Wong, research team leader, together with Dr Tommy Cheung and Dr Yue Wang, explained the evolution of the global aviation network in the past decade. Through the establishment of a Global Aviation Centrality Index (GACI), they examined and confirmed some latest aviation phenomena such as hub-bypassing, rapid passenger growth at secondary airports, and low-cost carriers' bigger share of passenger traffic among all types of airport. The research also utilised Bayesian network analysis to identify relationships among factors affecting global air traffic volume. Interactions and relationships between passenger and cargo traffic were also investigated.

According to the research, the growth rate of Hong Kong International Airport (HKG) has been constantly below the average growth rate when compared with other Pearl River Delta (PRD) airports. Although HKG is still the prime airport in terms of annual passenger movement, its number of routes has already been surpassed by Guangzhou Baiyun International Airport (CAN). If other PRD airports maintain their current growth trends, it is predicted that CAN will overtake Hong Kong's regional lead in passenger movement in as few as several years.

The research team has developed a decision support system (DSS) to assist policy makers and stakeholders to make timely decisions relevant to aviation planning and development, and to strengthen Hong Kong's aviation competitiveness in the long run. With the research findings and the assistance of DSS, the research team has made several recommendations to help HKG maintain its regional leadership in the aviation sector. The project was supported by the Public Policy Research Funding Scheme of the Central Policy Unit, and the Faculty Development Scheme of the University Grants Committee.

Recommendations to Help Hong Kong Maintain Regional Leadership in Aviation Sector

維持香港國際機場的區域領導地位建議

1. Revise existing routes and identify new routes with greatest potential
調整現有航線並發展有潛力的新航線
2. Strengthen its competitiveness as a transit hub
增強香港國際機場作為中轉樞紐機場的競爭力
3. Increase airfreight volume
增大貨運量
4. Provide a variety of services to attract local customers
提供多元化服務吸引本地顧客
5. Collaborate with other PRD airports
加強與珠三角地區其他機場的合作
6. Relax constraints and better utilise available air space
放寬空域管制並善用現有空域



(From left) Dr Tommy Cheung, Dr Collin Wong and Dr Yue Wang showed the full report.
(左起) 張敬賢博士、黃惠虹博士及王越博士展示研究報告。

供應鏈及資訊管理學系進行深入調查，分析全球航空網絡，並發表「香港航空業如何避免被邊緣化—全球航空網絡分析」研究報告。

研究小組由黃惠虹博士帶領，黃博士於2017年6月16日舉行的新聞發佈會上，聯同張敬賢博士及王越博士講解國際航空網絡過去十年的演變。是次研究建立了「全球航空網絡中心指數」，從中證實了全球航空業的一些新現象，例如乘客不選擇使用某些傳統大型機場；次大型機場客流量迅速增長，以及廉價航空乘客佔機場乘客份額擴大等。此項研究還運用貝葉斯網絡分析不同因素對全球航空業載運量的影響，並對客運和貨運的相互關係進行深入研究。

研究小組指出，香港國際機場的增長速度一直落後於珠江三角洲（珠三角）地區其他機場的平均水平。儘管以客運量而言，香港國際機場仍然是珠三角地區最主要機場，但廣州白雲機場已在航線數目上超越香港。假如珠三角地區的機場維持現有增長趨勢，廣州白雲機場的客運量可能只需數年，便可取代香港的區內領先地位。

另外，研究小組建立了一套決策支持系統，協助決策制訂者和持份者及時作出與航空策劃和發展相關的決定，長遠而言有助增強香港航空業的競爭力。至於如何維持香港國際機場的區域領導地位，研究小組提出多項建議。此項研究的資助來自香港特區政府中央政策組公共政策研究資助計劃，以及大學教育資助委員會教員發展計劃。

Symposium of Taxation: The Era of BEPS

稅基侵蝕和利潤轉移時代的稅務研討會

A two-day symposium titled "Symposium of Taxation: The Era of BEPS" was held on 3 and 4 August 2017 at HSMC. The event was organised by the School of Business, supported by the Taxation Institute of Hong Kong and funded by the Research Grant Council of the Hong Kong University Grants Committee (grant number UGC/IIDS14/B01/16). It succeeded in bringing together business and tax practitioners, academics and government officials from Hong Kong, mainland China and other parts of the world, who exchanged ideas and thoughts on the theme Base Erosion and Profits Shifting (BEPS).

Distinguished overseas and local scholars and tax experts delivered talks on timely BEPS topics including digital economy, common reporting standard, harmful tax practices and transfer pricing. More than 200 guests and participants, comprising senior executives and tax professionals from public practices and industries, as well as faculty members from different universities and colleges attended for timely updates on the different BEPS topics.

The symposium was inaugurated by President Simon Ho while Ms Karmen Yeung, President of the Taxation Institute of Hong Kong, delivered an opening remark. Mr Wong Kuen Fai, JP, Commissioner of Inland Revenue, HKSAR Government and Ms Caroline Malcolm, Counsellor to the Director and Deputy Director, Centre for Tax Policy and Administration of the Organisation for Economic Co-operation and Development, attended as keynote speakers to share their views and insights on the latest development of BEPS.

恒管於2017年8月3日及4日舉行「稅基侵蝕和利潤轉移時代的稅務研討會」。活動由商學院主辦，香港稅務學會協辦，並獲得大學教育資助委員會資助(編號UGC/IIDS14/B01/16)。研討會匯集香港、中國內地及海外商界人士、稅務專家、學者及政府官員，討論關乎稅基侵蝕和利潤轉移的議題。

多位知名海外和本地學者以及稅務專家擔任研討會主講嘉賓，內容涵蓋數位經濟、共同匯報準則、有害稅收及價格轉移。是次研討會參加者超過200人，當中包括高級行政人員、公營及私營機構的稅務專家以及多間大專院校的教學人員，他們都藉此機會了解稅基侵蝕和利潤轉移的最新資訊。

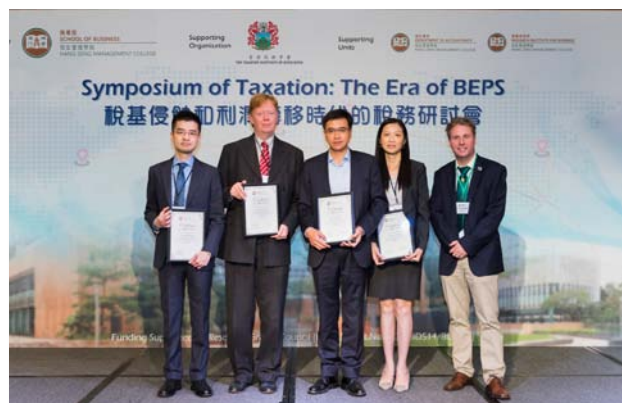
研討會由何順文校長主持開幕禮並致歡迎辭，香港稅務學會會長楊嘉燕女士致開幕辭。專題主講嘉賓分別為香港特別行政區稅務局局長黃權輝先生，JP，以及經濟合作及發展組織稅務政策及行政中心顧問Caroline Malcolm女士。



Welcome speech by President Simon Ho.
何順文校長致歡迎辭。



President Simon Ho presented souvenirs to speakers: (from left) Ms Karmen Yeung, Mr Wong Kuen Fai, JP, Mr Michael Olesnick, Ms Caroline Malcolm, Professor Marie Lamensch and Professor Shi Zhengwen.
何順文校長頒贈紀念品予主講嘉賓：(左起)楊嘉燕女士、黃權輝先生，JP、Michael Olesnick先生、Caroline Malcolm女士、Marie Lamensch教授及施正文教授。



Professor Bradley Barnes (1st from right), Dean of School of Business, presented souvenirs to speakers: (from left) Mr Benjamin Chan, Mr Bart Kusters, Mr Jeremy Choi and Ms Anita Tsang.
商學院院長Bradley Barnes教授(右一)頒贈紀念品予主講嘉賓：(左起)陳施維先生、Bart Kusters先生、崔慶昭先生及曾詠雅女士。

President Attended PRME Global Forum and Visited Top Liberal Arts Colleges in the US

校長出席負責任管理教育全球論壇並到訪美國頂尖文理學院

President Simon S M Ho was invited to attend and share his experience and insights on advocating the stakeholder-based corporate governance model at the 2017 United Nations 10th Global Forum of the Principles for Responsible Management Education (PRME) in New York City from 17 to 19 July 2017.

President Ho introduced sustainability measures adopted by HSMC including the extensive use of bamboo in furnishings and landscape, and advanced emissions reduction, energy-saving and recycling facilities on its green campus. In addition to incorporating sustainability and business ethics elements into many subjects, the College has also established the Management as a Liberal Art Initiatives, promoting shared-value mindset. Each year, it organises the "Junzi Corporation Survey" and the Business Ethics Forum, and announces the annual "HSMC HK Business Ethics Index". It also co-organised conferences on sustainable development with the United Nations Educational, Scientific and Cultural Organisation.

The President then paid visits to three top liberal arts colleges in Los Angeles on 21 and 22 July: Pomona College, Claremont Graduate University and Claremont McKenna College and met their respective senior leaders. Current developments of private universities in the two places, the future of liberal arts education and collaboration opportunities were discussed.

何順文校長應邀出席於2017年7月17日至19日在美國紐約市舉行的「聯合國負責任管理教育10周年全球論壇」，就倡導持份者為本的企業管治模式，分享經驗和見解。

何校長介紹恒管的可持續發展措施，包括在其綠色校園大量使用竹材料作裝修與傢具，以及先進減排節能再循環的設施。除了在眾多科目注入可持續與商德元素，恒管亦設立「博雅管理」計劃，推動共享價值的思維。恒管另每年舉辦「君子企業調查」及商業道德研討會，發佈年度「香港商業道德指數」，並曾與聯合國教科文組織合辦有關可持續發展的國際會議。

何校長其後拜訪三家位於洛杉磯的頂尖文理學院：波莫納學院、克萊蒙特研究生大學及克萊蒙特·麥金納學院，與管理層會面，共同探討兩地私立大學現今發展、博雅教育的未來及交流合作機會。



President Simon Ho shared his insights at the 2017 United Nations 10th Global Forum of the Principles for Responsible Management Education. 何順文校長於「聯合國負責任管理教育10周年全球論壇」分享見解。

Symposium on Intelligent Supply Chain Management

智能供應鏈管理研討會

HSMC's Policy Research Institute for Global Supply Chain, together with Hong Kong Shue Yan University and E-Logistics Group, jointly organised the Symposium on Intelligent Supply Chain Management on 7 and 8 July 2017 to promote digital supply chains future development. The event was supported by the Research Grant Council (grant number UGC/IIDS14/E01/16). Topics included P2P lending, O2O capacity planning, IoT applications, Industry 4.0, global manufacturing and supply chain finance.

Eight keynote speakers were invited to share their remarkable insights and inspirations: Prof Mitchell M Tseng, Visiting Professor from Massachusetts Institute of Technology; Prof Vincent Lai Siu King, Professor from the Chinese University of Hong Kong; Prof Cheng Chun Hung, Associate Professor from the Chinese University of Hong Kong; Prof Dai Hongyan, Associate Professor from Central University of Finance and Economics; Dr Nelson Leung, Lecturer from Swinburne University of Technology; Mr Wen Jianjun, President of SJET Supply Chain Co Ltd; Ms Jenny Chen, Chief Executive Officer of ESiC International Limited; and Mr Chang Yung Tai, Assistant General Manager of American Tec Co, Ltd.



Speakers and participants exchanged at the symposium. 主講嘉賓與出席者於研討會互動交流。

恒管轄下全球供應鏈管理政策研究所、香港樹仁大學以及電子物流研究組於2017年7月7日及8日合辦「智能供應鏈管理研討會」，藉此促進智能供應鏈管理的發展。活動獲得資助委員會資助(編號UGC/IIDS14/E01/16)。研討會內容涵蓋網絡借貸、O2O產能規劃、物聯網應用、工業4.0、全球化生產以及供應鏈金融等。

八位主講嘉賓包括：麻省理工學院訪問教授曾明哲教授、香港中文大學賴紹琮教授及鄭進雄教授、中央財經大學代宏硯教授、斯威本理工大學梁嘉彥博士、創捷供應鏈有限公司總裁文健君先生、豐科國際行政總裁陳容小姐以及美亞電子科技有限公司助理總經理張永泰先生。

English Intercultural Exchange Camp and Summer Course 英語文化交流營及暑期英語課程

The Department of English organised an English Intercultural Exchange Camp from 17 to 22 July 2017 for HSMC students of all disciplines and students from Dapu County Tin Ka Ping Experimental High School in Guangdong. The activity, sponsored by Tin Ka Ping Foundation, provided participants an opportunity to expand their cultural literacy and “glocal” awareness, as well as boosting their English proficiency and confidence in speaking English.

Earlier from 22 May to 16 June 2017, the Department of English organised an English Summer Course for HSMC students who strive to improve their English writing, speaking, listening and reading skills. This course also helped enhance their logical and critical thinking by examining international cultures and “micro cultures” through different activities.



HSMC students joined the English Summer Course to have a better command of the language.
恒管同學參加暑期課程，砥礪英語。

英文系於2017年7月17日至22日舉辦英語文化交流營，讓恒管同學與廣東省大埔縣田家炳實驗中學學生互動交流。活動由田家炳基金贊助，旨在促進學生的文化修為以及全球/本地意識，同時提升他們的英語能力，以英語交談時更有信心。

此外，英文系於2017年5月22日至6月16日舉辦暑期英語課程，協助恒管學生改善英語寫作、會話、聆聽及閱讀技巧，另透過關乎國際文化及微觀文化的討論，提升學生的邏輯和批判思維。



With guidance from HSMC students, the high school students created their own radio episode.
自家製作電台節目，恒管學生予以指導。

Visiting Summer Students from Gordon College 高登學院學生就讀恒管夏季課程

HSMC organised an orientation to welcome nine students from Gordon College from the US on 16 June 2017, who attended a summer course at HSMC, hoping that they would gain rewarding learning experiences. Gordon College has been an academic partner of HSMC since 2014.

恒管於2017年6月16日為來自美國高登學院九名學生舉行迎新會，歡迎他們前來恒管修讀夏季課程，期望他們獲得充實的學習體驗。美國高登學院自2014年起與恒管成為合作夥伴。



Senior Secondary Students Putonghua Public Speech Competition 高中學生普通話演講大賽

Organised by HSMC's Institute for Chinese Language and Culture (ICLC), the Hong Kong Senior Secondary Students Putonghua Public Speech Competition 2017 concluded successfully with the final held on 22 July 2017. The two-year project, sponsored by the Standing Committee on Language Education and Research, commenced in September 2015. Forty-five students from 24 secondary schools took part in the competition with Cherry Cheung from Heung To Secondary School (Tseung Kwan O) receiving the championship. Two secondary schools won the “School Participation Award”. Provost Gilbert Fong and Dr Tan Mei Ah, Deputy Director of ICLC, attended the award presentation ceremony.



由中國語言及文化研習所主辦的「香港高中學生普通話演講大賽2017」於2017年7月22日圓滿結束。活動獲得語文教育及研究常務委員會支持，為期兩年，自2015年9月開展。參賽的45名同學來自全港24所中學，最終由將軍澳香島中學張詩琳同學勇奪桂冠。方梓勳常務副校長及中國語言及文化研習所副所長陳美亞博士出席並主持頒獎儀式。

HSMC Entrepreneurship Case Competition 恒生管理學院創業個案比賽

The first HSMC Entrepreneurship Case Competition was jointly organised by the Department of Management and Ana by Karma, a well-known social enterprise in Hong Kong founded in 2014 to improve the living conditions of Bhutanese women by helping them to sell their handcrafted scarves. Students from all higher education institutions were invited to join this competition. On the Presentation Day of the competition held on 23 June 2017, three finalist teams presented their business plans and elaborated on their ideas to the panel of adjudicators formed by Ms Quin Thong, Founder of Ana by Karma; Professor Irene Chow, Head of Department of Management, HSMC; Mr Alvin Cheung, Senior Researcher of Our Hong Kong Foundation; and Dr Kenneth Kwong, Assistant Professor of Department of Marketing, HSMC. The competition not only enriches students' understanding of entrepreneurship through an in-depth engagement in a designated business start-up case, but also encourages them to help the Bhutanese families as the winning teams are going to implement their business ideas through the social enterprise.



The Champion, Shatea, received certificates from Mr Alvin Cheung and Ms Pema Choden, CEO of Ana by Karma. Two team members are HSMC students: (1st and 3rd from left) Tang Suk Chun (BMSIM, Year 3) and Tong Oi Ting (BBA, Year 3). 張博宇先生及Ana by Karma行政總裁Pema Choden女士頒發證書給冠軍得主Shatea，其中兩名隊員為恒管學生：(左一及三) 鄧淑珍(管理科學與資訊管理三年級生)及唐愛婷(工商管理三年級生)。

管理學系與知名社企Ana by Karma合辦首屆「恒生管理學院創業個案比賽」，邀請所有大專院校學生參加。Ana by Karma於2014年成立，銷售由不丹婦女以人手編織的圍巾，藉此協助她們改善生活。三組決賽隊伍於2017年6月23日向評判團詳細介紹及匯報他們的業務計劃。評判包括Ana by Karma創辦人湯笑娟女士、恒管管理學系系主任周巧笑教授、團結香港基金高級研究員張博宇先生及恒管市場學系助理教授鄭家麒博士。比賽不但讓學生透過創業個案詳細分析，加深了解企業精神；得獎隊伍更有機會實踐業務構思，為不丹的家庭獻一分力。

Japan Study Tour for Asian Studies Students 亞洲研究課程日本遊學團

The Department of Social Science organised the first study tour for nine Asian Studies students to visit Kunisaki in Japan from 29 May to 4 June 2017 with support from a local non-government organisation, Ippan-shadan-hojin Chiki Mirai Keikaku. The study tour included meetings with local social entrepreneurs, religious leaders and government officials for a better understanding of Japan's rural development. The students also had the opportunity to talk to the City Mayor Akifumi and learnt how to attract young adults from urban areas to contribute to the rural economy.

The students also participated in social service activities with local high school and university students. In the wrap-up session, the students visited the Kunisaki City Research Centre for World Agricultural Heritage and shared what they had learnt and experienced in the study tour.



Warmly received by the Buddhist temple Regeji and stayed there for four nights. 獲當地蓮華寺接待並於寺內留宿四晚。



Making Tatami mat with Shichitoui. 運用七截蘭製作榻榻米。

社會科學系於2017年5月29日至6月4日舉辦首個亞洲研究遊學團，帶領九位同學前往日本國東市考察。在當地非牟利機構「地域未來計劃」支持下，遊學團行程十分豐富，包括拜訪當地社會企業家、宗教領袖及政府官員，從而了解日本農業發展。參加者更與國東市市長三河明史先生會面座談，了解如何吸引更多在城市生活的年輕人為發展農業經濟作出貢獻。

期間，同學亦與當地高中生和大學生一起參與社會服務。最後，遊學團拜訪國東市世界農業遺產研究所並總結和分享所見所聞。

BJC Students Won in Consumer Rights Reporting Awards

新聞及傳播課程學生於「消費權益新聞報道獎」喜獲獎項

BJC Year 3 students received two awards in the 17th Consumer Rights Reporting Awards programme, with Lam Man Yi being the Silver Award winner in the “Campus” category and a seven-member team being the champion in the “Sustainable Consumption Awards – Campus” category, they are Mung I Shan, Ip Yan Tung, Kwok Che Kwun, Chow Ming Shing, Cheung Jung Yeung, Chan Tsz Ting and Keung Ka Yin. Themes of their winning entries are legislation on food nutrition labels and difficulties in promoting the use of stainless steel straws respectively. This annual competition has been jointly organised by the Consumer Council, the Hong Kong Journalists Association and Hong Kong Press Photographers Association since 2001 to pay tribute to journalistic excellence in consumer rights issues and concerns. The “Campus” category was introduced in 2015.

新聞及傳播課程三年級學生於「第十七屆消費權益新聞報道獎」獲得兩大獎項。林敏怡勇奪「校園組」銀獎，得獎作品為《食物營養標籤立法》。由蒙漪珊、葉欣彤、郭芷均、鄒銘城、張頌揚、陳紫婷及姜珈彥組成的七人隊伍於「可持續消費獎 – 校園組」勝出，得獎作品為《環保飲管》。一年一度的「消費權益新聞報道獎」自2001年起由消費者委員會、香港記者協會及香港攝影記者協會合辦，以表揚及鼓勵本港傳媒關注消費權益。大會於2015年增設「校園組」。



(From left) Mr Brian So, Senior Lecturer of School of Communication; Professor Scarlet Tso, Associate Vice-President (Communications and Public Affairs) and Dean of School of Communication and Lam Man Yi.
(左起) 傳播學院高級講師蘇銘恒先生、協理副校長(傳訊及公共事務)兼傳播學院院長曹虹教授及林敏怡。



Mr Brian So and Professor Scarlet Tso congratulated the winning team. Three members attended the award presentation ceremony: (2nd from left) Keung Ka Yin, Mung I Shan and Chan Tsz Ting.
蘇銘恒先生與曹虹教授祝賀得獎隊伍，其中三名隊員出席頒獎典禮：(左二起) 姜珈彥、蒙漪珊及陳紫婷。

HSMC Students Received HSBC Hong Kong Scholarship

恒管學生獲頒「滙豐香港獎學金」

Three HSMC students received HSBC Hong Kong Scholarship with a total amount of HK\$150,000. They are Jessica Chan Hai Yi (BBA, Year 2), Mok Wing Han (BTB, Year 4) and Michelle Wong Wing Kwan (BA-CHI, Year 2). This year, there are some 200 awardees under the HSBC Hong Kong Scholarships Scheme 2016/17. The HSMC awardees will join the HSBC Scholars network which gathers past HSBC scholarship recipients through networking events and community services. Funded by The Hongkong Bank Foundation, the HSBC Hong Kong Scholarships Scheme benefits top tertiary students with all-round excellence and significant commitment to Hong Kong.

三名恒管學生獲頒「滙豐香港獎學金」，合共15萬港元，她們分別為陳愷怡(工商管理二年級生)、莫泳嫻(商務翻譯四年級生)及黃穎君(中文二年級生)。「2016/17年度滙豐香港獎學金計劃」共有約200位得獎者。得獎的恒管同學將可加入「滙豐學人」網絡，透過不同聯誼聚會及社會服務，與各屆滙豐獎學金得主保持連繫。「滙豐香港獎學金計劃」由滙豐銀行慈善基金資助推行，旨在鼓勵優秀的大專學生達致全人發展，並對香港作出承擔。



(From left) Dr Tom Fong, Acting Vice-President (Organisational Development), HSMC; Michelle Wong; Ms Malini Thadani, Head of Corporate Sustainability, Asia Pacific, HSBC; Jessica Chan; and Ms Rebecca Chan, Director of Student Affairs, HSMC.

(左起) 恒管署理副校長(機構發展)方永豪博士、黃穎君、香港上海滙豐銀行有限公司亞太區企業可持續發展總監唐丹妮女士、陳愷怡及恒管學生事務總監陳寶瑜女士。

Zhejiang University of Technology 浙江工業大學

A visit and a seminar was arranged for the undergraduates and teachers of Zhejiang University of Technology on 10 August 2017 by the Executive Development Centre, which was part of a six-day Life Planning and Career Development Study Tour.

企管發展中心為浙江工業大學師生於2017年8月10日安排研討會並參觀恒管。這是恒管舉辦為期六天「浙江工業大學生涯規劃學習之旅」活動之一。



Seinan Gakuin University 日本西南學院大學

Dr Duane Olson, Department of Literature, Division of Foreign Languages cum Director, Centre for International Education and Ms Mariko Inoue, Centre for International Education, Seinan Gakuin University, Japan visited HSMC on 17 July 2017. They met with Dr Tom Fong, Acting Vice-President (Organisational Development) cum Chairperson, Academic Exchange Committee; Dr Victor Chan, Department of Social Science and some other HSMC representatives to discuss potential partnerships.

日本西南學院大學文學部外國語學科暨國際教育事務室所長Duane Olson教授及國際教育事務室井上萬里子女士於2017年7月17日到訪恒管，與署理副校長（機構發展）暨學術交流事務委員會主席方永豪博士、社會科學系陳志明博士及其他恒管代表會面，討論交流合作機會。



Shanghai RANKE Information Consulting Co Ltd

上海潤課信息諮詢有限公司

Ms Michelle Xu, CEO of Shanghai RANKE Information Consulting Co Ltd, visited HSMC on 11 July 2017 and was greeted by President Simon Ho to explore further co-operation opportunities with universities in China.

上海潤課信息諮詢有限公司總經理徐璐女士於2017年7月11日蒞臨恒管，何順文校長歡迎徐女士到訪，雙方探討未來與內地大學合作的機會。



Fu Jen Catholic University 天主教輔仁大學

Prof Michael Tian-Shyug Lee, Vice-President of International Affairs of Fu Jen Catholic University in Taiwan, paid a visit to HSMC on 10 July 2017. President Simon Ho met Prof Lee and discussed further co-operation regarding accreditation by the Association to Advance Collegiate Schools of Business (AACSB) and exchange projects based on an agreement signed by both institutions in 2014.

台灣天主教輔仁大學國際與資源發展副校長李天行教授於2017年7月10日到訪恒管。何順文校長與李教授會面，討論合作事宜，包括國際高等商學院協會的認證，以及按雙方於2014年簽訂的協議所訂，推行交流項目。



Wuhan College 武漢學院

A delegation from Wuhan College, comprised mainly administrative heads who aspired to learn more about college management and operation, visited HSMC on 7 July 2017. During an interflow meeting, Provost Gilbert Fong, Dr Tom Fong, Acting Vice-President (Organisational Development), Prof Scarlet Tso, Associate Vice-President (Communications and Public Affairs) and heads of some administrative units elaborated on HSMC's development and operations and shared their experiences.

主要由行政部門主管組成的武漢學院代表團於2017年7月7日到訪恒管，期望通過交流，觀摩及促進管治和運作成效。會面期間，方梓勳常務副校長、署理副校長（機構發展）方永豪博士、協理副校長（傳訊及公共事務）曹虹教授及多位行政部門主管向一眾嘉賓講解，分享經驗。



Po Leung Kuk 保良局

A visit was arranged for the Po Leung Kuk Group Schools on 6 July 2017. Its Board member Mrs Winnie W L Chan, Consultant Dr Raymond Woo, BBS, secondary and primary school principals and colleagues were impressed by HSMC's green campus. Its Board Chairman Miss Abbie S K Chan, accompanied by Dr Woo, also visited the College and met President Simon Ho on 24 August 2017.

恒管安排保良局於2017年7月6日到訪。保良局總理陳黎惠蓮女士、顧問胡偉民博士、BBS及該局轄下中小學校長和教職員都很欣賞恒管的綠化校園。此外，該局董事會主席陳細潔小姐在胡博士陪同下，於2017年8月24日參觀恒管並與何順文校長會面。

**S H Ho Foundation 何善衡慈善基金會**

Ms Vanessa Ho and Mr Christopher Ho, descendants of one of the College's founders Dr S H Ho, visited HSMC on 5 July 2017. Through a campus tour, they learnt more about the College's latest development and were very impressed by its advanced teaching and research facilities.

恒管創辦人之一何善衡博士的後人何詩珮女士及何恩懷先生於2017年7月5日到訪恒管，參觀校園，了解恒管最新發展並對學院先進的教學及研究設施，表示讚賞。

**Honorary Fellow Dr Raymond Or 榮譽院士柯清輝博士**

Dr Raymond Or, together with Ms Suzanne Chan, Member of the College Council, visited HSMC on 4 July 2017. Dr Or was Chairman of the Board of Directors of Hang Seng School of Commerce from 2005 to 2009. He was conferred an Honorary Fellow by HSMC in 2017. President Ho updated Dr Or on HSMC's latest development and achievements.

柯清輝博士與校務委員會成員陳雪紅女士於2017年7月4日到訪恒管。柯博士曾於2005年至2009年期間，擔任恒生商學書院校董會主席，並於2017年獲恒管頒授榮譽院士。何順文校長向柯博士介紹恒管的最新發展及成就。

**Committee on Home-School Co-operation and Hong Kong School Managers Society
家庭與學校合作事宜委員會及香港校董會**

Mr Henry Tong Sau Chai, Chairman of the Committee on Home-School Co-operation and its members Ms Cheung Lai Chu and Mr Ken Wong Yu Leung visited HSMC on 15 June 2017. Mr Daniel Suen, Chair of the Hong Kong School Managers Society (HKSMS), together with the Vice-Chairman and some HKSMS members, joined the visit to share their views on private university and the future of local education system.

家庭與學校合作事宜委員會主席湯修齊先生及委員張麗珠女士及黃裕良先生於2017年6月15日到訪恒管；香港校董會主席孫頌強先生、副主席及一些會員亦同日到訪，分享對私立大學和本地教育制度未來發展的看法。

**Whittier College 美國惠蒂爾學院**

Prof Andrew Wallis, Director of Office of International Programs of Whittier College; together with Prof Lana Nino, Department of Business Administration; Prof John Bak, Department of Theatre and Communication Arts; and Prof Jose Orozco, Department of History, visited HSMC on 9 June 2017. Five students of Whittier came along to participate in an "Asia and Environment Project". Updates on HSMC's academic development and its exchange programmes were provided by HSMC's management.

美國惠蒂爾學院國際課程事務處總監Andrew Wallis教授、工商管理學系 Lana Nino教授、舞台及傳播藝術學系 John Bak教授、歷史系 Jose Orozco教授及五名參與「亞洲及環境計劃」的惠蒂爾學院學生，於2017年6月9日到訪恒管，恒管管理層簡介學院的學術發展及學生交流活動。



We would like to extend our warmest welcome to the below new full-time academic staff who joined the HSMC family in August 2017 and congratulate colleagues who have taken up new positions starting from July and August 2017.

衷心歡迎以下全職學術人員於2017年8月加入恒管的大家庭，並恭賀於2017年7月及8月調任新職位的恒管同事。

School/Department 學院/學系	Academic Staff 學術人員	Position 職位
Department of Accountancy 會計學系	Dr Lisa Goh 吳麗莎博士 Mr Chan Yat Tan, Ted 陳一丹先生 Ms Wong Shun, Shirley 黃純女士	Assistant Professor 助理教授 Lecturer I 一級講師 Lecturer I 一級講師
Department of Economics and Finance 經濟及金融學系	Dr Kwok Wing Chun, Kaz 郭穎駿博士 Dr Li Ya, Leah 李婭博士	Assistant Professor 助理教授 Lecturer I 一級講師
Department of Management 管理學系	Dr Fu Ho Ying, Jeanne 符可瑩博士 Dr Wang Yamei, Amy 王亞美博士 Ms Wong Yin Yee, Jody 王賢儀女士	Associate Professor 副教授 Lecturer I 一級講師 Lecturer I 一級講師
Department of Marketing 市場學系	Dr Ho Kwok Wai, Kelvin 何國偉博士	Lecturer I 一級講師
Department of Supply Chain and Information Management 供應鏈及資訊管理學系	Dr Ma Hoi Lam, Helen 馬凱琳博士	Lecturer I 一級講師
Department of Social Science 社會科學系	Dr Mok Kin Wai, Patrick 莫健偉博士 Dr Lee Tsz Lok, Trevor 李子樂博士 Mr Chan Chau 陳洲先生 Ms Hui Cheung Man, Charmaine 許張敏女士	Assistant Professor 助理教授 Lecturer I 一級講師 Lecturer I 一級講師 Lecturer I 一級講師
School of Communication 傳播學院	Dr Zhao Mengmeng, Sarah 趙萌萌博士 Ms Chan Oi Yan, Connie 陳藹欣女士	Assistant Professor 助理教授 Lecturer I 一級講師
School of Translation 翻譯學院	Mr Siu Sai Yau, Jeffrey 蕭世友先生	Lecturer I 一級講師
Office 部門	Senior Executive Staff 高級行政人員	New Position 新職位
Communications and Public Affairs Office 傳訊及公共事務處	Mr Wong Sin Yung 王善勇先生	Manager (Communications) 傳訊經理
Registry 教務處	Dr Brossa Wong 黃若霞博士	College Registrar 學院教務長

Forthcoming Events

活動預告

Executive Development Centre 企管發展中心

Certificate in Change Management in a Dynamic World 變革管理證書課程

22 September 2017 (Fri) 2017年9月22日(星期五)	10:00 am – 6:00 pm 上午10時至下午6時	HSMC Campus 恒管校園
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Certificate in NLP in Salesmanship NLP 銷售學證書課程

28 September 2017 (Thu) 2017年9月28日(星期四)	10:00 am – 6:00 pm 上午10時至下午6時	HSMC Campus 恒管校園
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2017

恒管暑期體驗

HSMC SUMMER ACADEMY

4-5.7.2017

More than 70 secondary school students participated in HSMC Summer Academy 2017 held on 4 and 5 July 2017 on HSMC campus. During this two-day experimental campaign, participants attended demo lectures, games, competitions and workshops designed with the theme "election". A poster session was held at the end of the activity for participants to demonstrate what they had learnt. Awards were presented to winners of the poster session and certificates of participation were presented to all students.

恒管暑期體驗於2017年7月4日及5日在恒管校園舉行，超過70位本地中學生參加。活動期間，學生參與以「選舉」為主題的學術活動，透過模擬課堂、遊戲、比賽、工作坊等，學習如何在選舉時運用各種學科知識。活動最後一個環節是海報演示，讓學生在一項選舉活動當中，嘗試學以致用。大會更設有冠亞季軍，獎勵表現出色的隊伍。所有完成恒管暑期體驗的參加者均獲頒證書，嘉許他們積極參與。

President Simon Ho delivered the welcoming remark.
何順文校長致歡迎辭。



Ice-breaking games to know each other better.
熱身遊戲讓大家互相認識。



Preparing presentation materials for the poster session.
為海報演示環節準備材料。



Learnt more about media production skills to prepare for election promotion.
學習媒體製作技巧，為選舉宣傳作好準備。



Participants joined a financial workshop at Financial Trading Laboratory.
於金融交易實驗室參與金融工作坊。



Presenting in the election campaign.
在選舉活動自我介紹。