

創業者的培訓

「中小型企業」是整個經濟體系中精彩的一環，它創造了新的經濟活動，創造新產品與服務，創造新的營銷及管理意念，同時創造新的就業機會及財富。香港管理專業發展中心因應創業者的需要，設計一個創業課程，讓有志創業人士了解創業所需的知識及如何步署籌備創業的工作。

近期香港不同工商團體，社團及學術機構均有舉辦不少創業課程或講座，並且甚受大眾歡迎。「創業課程」其實是一個籌備創業的學習課程，旨在給予有意創業人士一些基本的營商知識，包括如何開創新意念、創業方式、市場探討及商業運作計劃。課程也包括評估個人是否適合創業，及探討市場對某種產品或服務的需求。此外，亦有財務、會計、法律、商務等專業人士向學員提供專業意見。從人材培訓的角度來看，香港管理專業發展中心根據創業者需要知道的知識與技能，設計最有效的「創業課程」學習活動，其中包括：

- 一、 向有志創業人士介紹創業的辦法；
- 二、 向創業者介紹「東主」這行「職業」所需的基本知識；包括「東主」的性格及行為傾向，「東主」與「經理」的分別，「自僱」與「受僱」的分別等；
- 三、 介紹一些「創意思考」的方法；
- 四、 由專業人士以講座形式，介紹商務所需的基本的法律、財務及會計常識；
- 五、 由專業人士或過往的「畢業生」就個別學員的商業計劃，作個別或小組的輔導；
- 六、 由導師協助個別學員，把商業意念明確地建立成為個別的商業計劃；

- 七、 搜集有關商業計劃中所需的政府牌照、市場、客戶等資料；
- 八、 由導師根據學員個別的「商業計劃」進行實地的市場調查。由於每位學員的商業計劃都不相同，導師除指導一般市場調查的手法外，還會就個別學員的商業計劃，作出個別的指導；
- 九、 由導師協助學員組織「互助小組」，讓學員與學員之間交流營商的意見及經驗；另外學員亦有機會取得其他學員對自己的商業計劃的意見，從而改善學員的商業計劃；
- 十、 要求學員在課程的最後階段能整理及發表他們原整的商業計劃，並由獨立人士加以評估及給予意見。

這一系列的學習活動的另外一個特色是每個學員將分別會見不同人士，包括多位顧問導師及客座專題講者、一位「私人」導師及多位獨立評審人士。學員可借助這些不同人士的商業知識及經驗，整理他們的商業計劃。

在過去幾年，約有百份之二十參加「創業課程」的人士會於課程完畢後創立業務；其他參加者部份由於機會未成熟而未有即時創業，亦有認為「東主」是一份十分艱辛的「職業」而放棄創業。現時營商的环境有了很大的變化，創業將會面對更多的困難，相信創業者會以小本嘗試的方式為多。

香港管理專業發展中心希望籍著多項學習活動，讓學員能按步就班地把他們的「商業意念」，著實地變成「商業計劃」，從而創造新的業務。為進一步提供創業者所需的方便與服務，香港管理專業發展中心亦成立了一個「創業發展中心」，為創業人士將提供創業初期所需的服務。

邢宏彬

一九九九年三月十五日

Brand New 'MA in Training and Development' Programme Planned

Shortly after the last AGM, the Institute started exploring ways and means to further help members achieve continuing development in both the professional and academic fields. Talks have been held with a few tertiary institutions in organizing a recognized academic programme tailor-made for 'professional members' of the Institute. A

Working Party comprising Mr. Fred Kwan, Mr. Robbie Chan, Mr. Sam Ying and Mr. Denny Chow was formed.

Ever since late last year, ITP Representatives have had discussions with the City University of Hong Kong on the feasibility of running a joint programme entitled 'MA in Training and Development' (Part-time Evening – 2 years).

As at today, the Working Party has finished the compilation of an academic document for this purpose. It is anticipated that a series of work sessions will now have to be conducted between the ITP representatives and the academic staff of the City University. Here are some of the key features of the planned programme:

Duration and Awards. On completion of Year 1, students will be awarded a Post Graduate Diploma in Training and Development, and Year 2, a MA in Training and Development.

Aims and Objectives. To advance student's knowledge in areas of special significance to their professions and to provide with sound postgraduate level of education and training in subjects relevant to executive career in training and development. The aim is not only to train their intellectual ability and critical faculties, but also to provide students with practical skills in training and development.

Admission Requirements. It is open to holder of a recognized university degree; holder of a recognized certificate in training and development plus 5 years of working experience in training and development; or a Full Member of the Institute of Training Professionals.

Advanced Standing. Persons possessing a recognized Diploma in Training and Development of not less than 240 contact hours and a full member of the Institute of Training Professionals may be admitted to Year 2.

Course Structure. The course is a 2-year programme in the evening mode. Year 1 comprises 8 modules and Year 2, 6 modules. Total contact hours for each year is 240 hours. In Year 1 each module provides 30 contact hours while in Year 2 contact hours for each module is 40. Students are required to submit and fulfill the requirements of a research thesis in Training and Development.

Members will be advised on the progress about the programme in due course.

DEBIT NOTE

To : All Members

Description : **Annual Membership Subscription for All Classes**

Amount : As appropriate to your Membership Class

Due Date : 1 March 1999

Please send crossed cheque payable to "Institute of Training Professionals" to the Treasurer. Official receipt will be sent to you by post.

A Forum on “Current Situation of Training Profession in Hong Kong”

In co-operation with the ‘*Central Magazine*’, the Institute will hold a forum on ‘**the current situation of the training profession in Hong Kong**’ at the Conference Room, 10th floor, VTC Tower, Wanchai, on April 13, 1999 from 6:00 p.m. to 8:00 p.m.

Delegates invited to join the forum include veteran training professionals from both the Institute and other representative industries in Hong Kong. Topics that will be covered would range from the quality of the training professionals, the current situation with in-house training, outsourcing of training, the impact of Asia Economic Crisis on the profession, strategic measures available to

cope with the difficulties.

At the forum, delegates will be invited to freely talk about their own experiences, express their views and exchange ideas frankly among themselves. The findings of the forum will be published as an article in the subsequent issue of the ‘*Central Magazine*’.

It is hoped that the forum will be able to shed some light as to the current and future direction of training in Hong Kong and that its findings can serve as a useful reference to training professionals as well as the many and varied enterprises in Hong Kong. So, stay tuned for the next issue of the LINK.

Study Tour to the Training Centre of CTM (Companhia de Telecomunicacoes de Macau) of Macau

The Institute will pay a visit to the Training Centre of the CTM of Macau. Members are welcome to join the tour:

Date : 8 May 1999

Time : Assemble at Shun Tak Centre, Macau Ferry Pier, Hong Kong at 0830 hours.
Ferry departs Hong Kong at 0900 hours.
Return ferry departs Macau at 2130 hours.

Expense : About HK\$400.00 each including ferry, lunch, dinner.

Itinerary : Visit to the Training Centre of CTM, Macau.
Experience sharing with the trainers of the CTM.
Sight seeing.

To join : Give a call to Sunny CHAN (9097 7790) on or before 20 April 1999.
A place will be reserved for you.

CONTINUING PROFESSIONAL DEVELOPMENT (CPD) PRESENTATION

Presenter: Mr. Denny Chow, FITP c/o DCA Tel: 2345 7140.

November 24, 1998

Activity	Designing a review program	Date	November 1998
Background	<p>Mr. Chow is the originator of a Management Development Programme entitled “TM Theme Management for Continuous Improvement”, a two-day programme that helps management teams to launch improvement programmes, one in every two months, or six in a year. Special feature: It has a Question Bank that contains 30 questions, chosen from a primary bank of over 200 business-related ones.</p> <p>The idea of designing a programme to help individuals conduct reviews emerged during casual discussions with his associates. It was suggested that the Question Bank in use in the Theme Management Programme could well serve individuals in making isolated reviews.</p>		
Mission	<ol style="list-style-type: none"> (1) Designing a review programme that is easy to use and can help make quick and well-thought-out reviews. (2) Incorporating the TM Question Bank to help challenge issues under review. Note: There have been well-founded views from TM participants that these 30 questions could be trimmed down to somewhat fewer numbers to facilitate a quicker review. (3) Finding ways and means to help widen the thinking of the lone user. 		
Actions undertaken And End Product	<ol style="list-style-type: none"> (1) The Question Bank was fine-tuned and trimmed down to 18 down-to-earth questions. These questions were tested with the use of some recent real scenarios and finally considered suitable and adopted. (2) A flow chart showing keys steps in the review process to ensure that users do go through them from START to FINISH. (3) The Eight Key Players in the Double 360 Degree Review was also adopted. They vary in their special qualities and concerns from individual to individual and have to be updated by users as and when necessary. (4) An Action Plan format was included to help users launch actions and measure results. (5) Guides and exercises were built-in to facilitate mastery. (6) With all the above in place, the “MBQ: Management By Questioning for Reviews” Programme came into being in February 1998. <p><i>Special Features:</i> This is a <u>half-day programme</u>. An optional half-day workshop can be added on request. It equips <i>individuals</i> with the skills and toolkits for making quick and well-thought-out reviews on a wide range of business issues or even crisis situations, be they past, present, or planned ones. An added value for middle and senior managers who simply must acquire.</p>		
Learning Points	<p>One product may lead to other new or by-products. New ideas could generate through networking with others.</p>		

<i>Future Impact</i>	Management programmes have to be regularly fine-tuned and validated to ensure their relevance and continued usefulness. It is always worth the while to study or review what you have got and seek out new opportunities.
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Collaboration with the American Society for Training & Development on “Training and Development Benchmarking”

As a Member of the **Institute of Training Professionals**, ASTD is pleased to invite you to participate in an exciting initiative – the 1999 *ASTD Measurement Kit* and free Benchmarking Service.

Part I: Training Investments

Part II: Training Outcomes

The measurement kit has been sent to you in mid-March. Please be reminded that the free Benchmarking Service is open to any organization (any size, industry, or country). **In order to receive a free Benchmarking Report, data must be postmarked by May 15, 1999 for Part I and September 1, 1999 for Part II.**



The ITP aims to serve you better in the time to come. And as Members, you are requested to give your strong support to the Institute through joining, promoting its programmes/activities, as well as inviting membership with your friends/colleagues. This helps the Institute to contribute more to the growth and development of the training profession in Hong Kong.

培訓專業學會

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