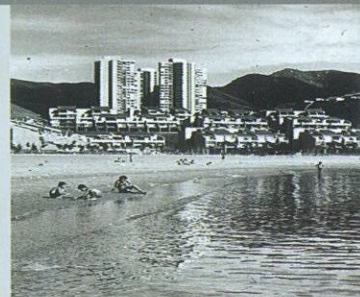


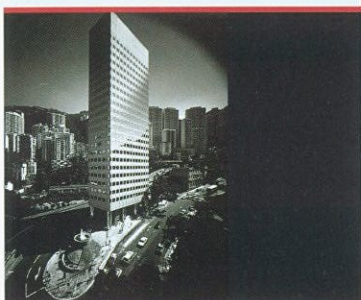
1982 Landmark



1983 The Discovery Bay Development Phase 1, Lantau



1983 St John's Building

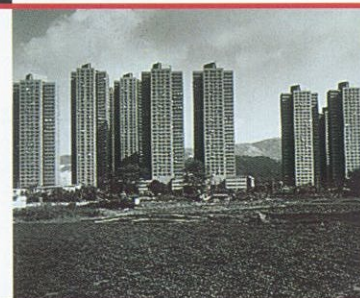


1984 Canossian Covert Primary and Secondary School

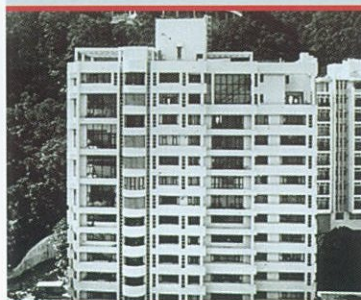
1985 Exchange Square



1985 Siu Hong Court Home Ownership Scheme

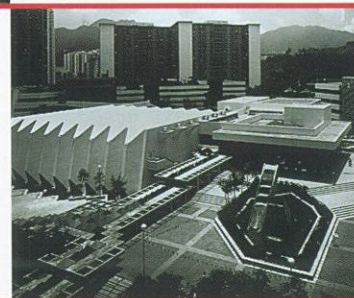


1986 6A Bowen Road

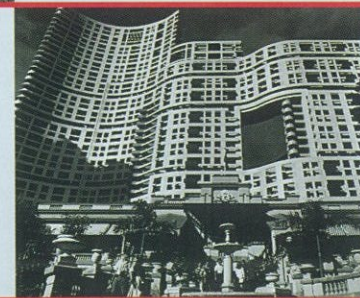


1986 The Royal Hong Kong Jockey Club Members' Clubhouse, Shatin

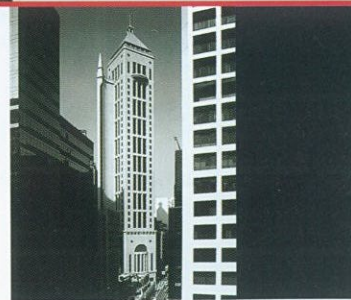
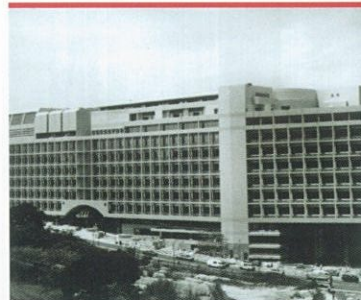
1987 Mei Lam Indoor Recreation Centre



1989 The Repulse Bay



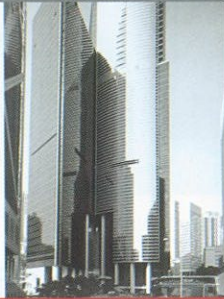
1990 The Housing Authority Headquarters



1993 Entertainment Building

HKIA AWARDS 1965-2004

1994 Citibank Plaza



1995 Peninsula Hotel Extension



1998 Graduate House
University of Hong Kong



1987 Hong Kong
International Airport
Passenger Terminal

1998 Verbena Heights



1999 Tung Chung Crescent

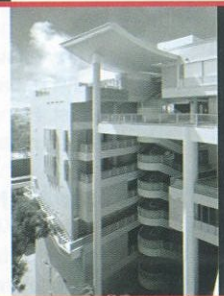


2000 Dragonair /
CNAC Headquarters

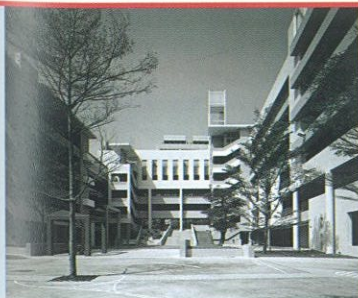


2000 The Hong Kong Museum
of Coastal Defence

2002 The Hong Kong Institute of
Education Jockey Club
Primary School



2003 1 Peking Road



2004 Diocesan Boys' School
Primary Division

THE BEGINNING

A BRIEF ACCOUNT ON THE FORMATION OF THE HONG KONG SOCIETY OF ARCHITECTS

by Ng Kai Chung

50 years.

It is not even a blink in the grand historic scale of time, but for us, a wealth of achievements was made during this blink. Needless to say, Hong Kong had undergone a drastic transformation in half of a century; and the role of the architect was clearly instrumental in this amazing metamorphosis. Therefore, in the occasion when we are marking our very own 50th year's existence, one might find certain intrigues recalling the early days of the Hong Kong Society of Architects, as we were known then, when we were still struggling to find our path and to establish our identity.

The following accounts in a way, stitches back several events leading to the formation of the Society. One will see the road to the final success was long and winding, and the birth was not without complication and controversy. But it was the will and relentless endeavour of these founders, who cleared the obstacles, paved the way and laid the foundation stones for this house of architects.

The Fruitless Peninsula Hotel Attempt

It is widely known that the Hong Kong Society of Architects was inaugurated 50 years ago, yet no one even knows the exact moment of inception. It was speculated that years before the Second World War, some local architectural professionals had already been contemplating on the formation of a professional organization. We have no knowledge of the exact time, only knowing that a meeting was held in the Peninsula Hotel, calling for all the Authorized Architects under the government's list to be present, but the attendance was too low to form a quorum. A second attempt was assisted by a government official, another meeting was held and some thirty architectural professionals eventually passed a resolution to form an association bonding the architects together as a coherent body of practitioners with similar goals and standards. Although a working committee was selected, it was again fruitless due to unknown reasons.

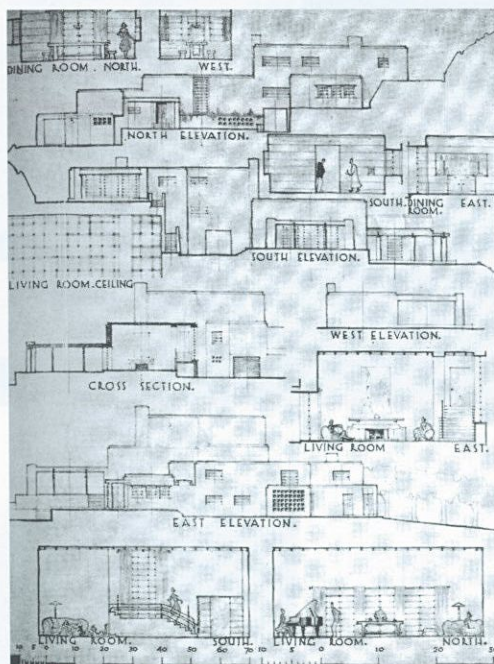


Fig.1 Henry Tebbutt Drawing



Fig.2 Mr. Fok Nai-hang



Fig.3 Mr. J.W. Dark

Early 20th century, Hong Kong was still a city under making. The architectural profession was dominated by western practitioners, mostly originated from the United Kingdom.

Meeting in the Metropole Hotel Amid the Imminent War

On July 10, 1940, another meeting was convened in the Metropole Hotel. This one amid the looming Japanese invasion, nine out of thirty architectural professionals attended. Others were compelled by their family urgency, as days before the meeting, the colonial government had announced the immediately evacuation of European women and children from Hong Kong. Nonetheless, it was again resolved that Hong Kong needed its own architects' association, but the timing was simply not appropriate, and thus nothing took place afterward. The political and social situations had of course, consequently worsen, and even the personal security of the western architects was at threat. During the Japanese occupation, it was not known if any practicing architects remained active, a fact that seems highly unlikely. But it was sure that some western architects were sent to various prisoner camps in Hong Kong. An architect named Henry Tebbutt that had worked in Leigh and Orange before the War, actually entertained himself by drawing imaginative plans and design (Fig.1)

Victory came at last in 1945. The few years after the War were a time to heal and a time to rest. Hong Kong gradually rebuilt itself from ashes and abruptions.

Just Architect or Other Architects? - Dinner in The Hong Kong Hotel

During a lunch on 19 July 1949, a known Chinese architect Mr. Fok Nai-hang, (霍乃鏗) (Fig.2), took the effort of inviting fifteen other architects for a discussion. At the gathering, he suggested the formation of first, a provisional committee to re-start and re-examine the abortive effort from the pre-war era. With N.H. Fok at the helm as the Convener, Mr. J.W. Dark (Fig.3) was selected as Assistant Convener, and five other members joined forces, a letter was subsequently sent to about eighty

members under the Authorized Architects List, for a dinner meeting to be held on 23 August 1949 in the Hong Kong Hotel (Fig.4). It was however noted that among this List, many had only engineering training, other received architectural education from a non-British background, and yet some other professionals with proper training and education were not in the List. A small controversy therefore broke out, should all be invited into the association or else only for pure (British) architects in the List? It was resolved that regardless of background should be invited for the meeting, simply to hear the points, and see the views.

Thirty members attended the dinner in the Hong Kong Hotel, ten other sent letters of apologies, yet showed interest in discussion for the association. But the controversy remained. It was Su Gin Dji (徐敬直) (Fig.5) who eventually pointed out that the mission of the association was to "raise and maintain the standards of architecture in Hong Kong". Days prior to the dinner, Mr. G.L. Wilson (Fig.6), Partner at Palmer and Turner, also sent a letter advocating for the need of a code of ethics in the constitution of the association. Despite the fact that they came from different viewpoints, both seemed to see the necessities of having a coherent and regulating body, binding the architectural professionals together and raising the standards of work, particularly during the post war era when population was growing tremendously, and buildings erecting quickly to heed the people's urgent need, or simply fulfilling their daily livelihood.

It was finally realized that with a small numbers of "pure" architects, it could hardly make a roar in the society. Su Gin Dji further argued that with several failed precedents, this would be the excellent chance of advancing the effort. It was clear that by this moment, non-architects would inevitable be invited into this organization to form the critical mass and to recognize their role in the building industry. The meeting adjourned by electing a new committee to formulate concrete proposal, this committee was chaired by Mr. B.W.H. Boustead, Mr. Su Gin Dji as the Treasurer, and Miss M. de C. Basto as Secretary.

Unfortunately, for again unknown reasons,

this meeting was fruitless, yet small steps were made, at least all now had realized an association should be beneficial for the professionals and the society they served, though no one knew how and when this association should be officially created.

1949, a new political order was sweeping through mainland China, many noted Chinese architects who have previously practiced in Shanghai, Tianjian, Guangzhou were now seeking a new destination – Hong Kong.

At Last – At the American Club

After seven years of continuous effort, on 26 June 1956, a meeting was called by Su Gin Dji, which took place in the American Club. During which, forty architects passed a resolution that an association should be formed and be known as "The Hong Kong Society of Architects" (Fig.7). A working group was simultaneously set up to investigate into the writing of the constitution. Su Gin Dji himself was elected to chair this group. Why he was bestowed with this impossible task was not clear, but certainly his experience in forming the Chinese architectural society back in Shanghai in the 1930s might contribute to the duties associated with the post. Other key personnel in the group included Mr. David P. Crease as Secretary, whom is an architect from PWD; Mr. Alec M.J. Wright, Director of the PWD; Professor Wallace G. Gregory (Fig.8), Head of the Department of Architecture, HKU; and Mr. Stanley Tun Li Kwok (郭敦禮), practicing architect in the firm of Eric Cumine. With a significant British background and key constituents from the PWD, it was natural that the initial mission of the Society was very similar with that of the Royal Institute of British Architects, where the Society drew its inspiration. The mission stated was for:

"the general advancement of the of Civil Architecture and for promoting and facilitating the acquirement of the knowledge of the various arts and sciences connected therewith."



Fig.5 Mr. Su Gin Dji



Fig.6 Mr. G.L. Wilson



Fig.4 Meeting in the Hong Kong Hotel



Fig.7 Meeting in American Club



Fig.8
Professor Wallace
G. Gregory

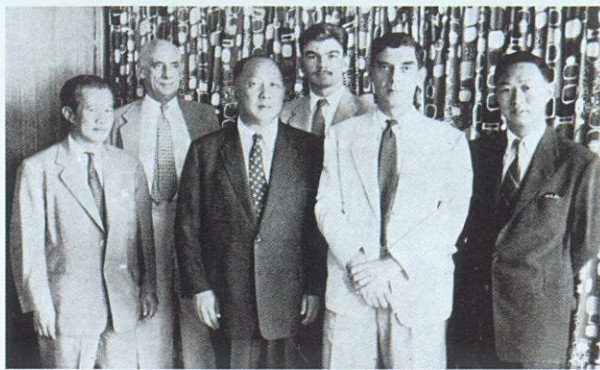


Fig.9
The First Council.
From left to right, Falfone Wong,
T.S.C. Feltham, Su Gin Djih,
D.P. Crease, A.M.J. Wright,
Stanley Kwok.

Along this line of thought, it was also agreed that the Society should be affiliated with the RIBA, which was obviously again for logistic and political reasons. The aim of linking with RIBA was due to the need of holding their professional examinations here, as this would greatly cater for the new young architectural graduates of the University of Hong Kong, and more importantly to formally recognize their education and training. On the other hand, the society had an open door policy, anyone who practiced architecture in Hong Kong was welcome to join. In retrospect, this was a significant decision. Since Hong Kong has always been absorbing talents from all over the world, architects from different background, training, education system, race and nationality were then already working here together, sharing their expertise and experience. Adding into the pool were Chinese architects who had relocated to Hong Kong from Shanghai or Guangzhou after 1949, this group had particularly strong design and technical background, thoroughly maintained client base, understanding in local culture and language, but also well versed in English, international trends and standards. They included from the founders' group, Su Gin Djih himself, Mr. Luke Him Sau (陸謙受), Mr. Cheang Koon Hing (蔣冠興) Mr. Yuen Tat Cho (阮達祖), and many others.

This meeting in 1956 proved to be a triumph. More work will be on the way but the seeds had now been sowed.

Signing of Constitution and the First Inspiration – Wing On Life Insurance Building

The deal was finally sealed on 3 September 1956 in the Wing On Insurance Building. During the meeting, the Constitution of the Society was finalized and signed by 27 architects, a code of rules was adopted and the first Council was elected (Fig.9), which consisted of Su Gin Djih as the President, Alec M.J. Wright as Vice President, David P. Crease as Honour Secretary, Stanley Tun Li Kwok as the Honour Treasurer; Professor Wallace G. Gregory, Falfone Wong (黃培芬), and Terence S.C. Feltham as Council Members.

The first ever function of the Society was held on 8 October 1956, a dinner reception for Mr. S.E.T. Cusdin (Fig.10) from the London firm of Easton and Robertson, which was working on the Kowloon Hospital at that time. Mr. Cusdin was incidentally, a past president of the Architectural Association, he therefore was appropriately to give a speech to the newborn Society. In fact, the points he raised were inspirational and remarkable, fittingly for the context of Society then, and seemed to still resonant today. He first encouraged the members to promote the art, science and architecture appreciation to the general public, which should be done through the local media, making speech to various clubs and chambers and organizations, writing articles to journals and newspapers etc. He also suggested members to connect with foreign practices, so to up



Fig.10 The First Official Function

keep themselves in the latest architectural development, which he thought was a duty of the architect, an endeavour we refer as continuous education nowadays. Thirdly, he believed the holding of architectural exhibition was the best way to showcase the works, to gain the public's understanding and to raise the professional status. Next, he suggested the creation of friendly atmosphere to facilitate for exchange of ideas among established architects; whilst also to reinforce the architectural trainings to the HKU graduates through offering of post graduate scholarships, lectures and courses. Mr. Cusdin concluded his address by sharing with the new members, the motto of the Architectural Association, "Design Imaginatively, Build Wisely". Again, his words are still amazingly suitable to us.

The 1950s saw a boom on the construction industry, as housing, offices, factories and other social infrastructure were all in great demand. Architects were a scarcity. Bounded by social and economic strains, buildings tended to be mundane, repetitive and functionally driven; good architecture design existed but in rarity. "Quantity" outweighed "quality".

Need for Publicity and Promotion – Exhibition of the 3rd Hong Kong Festival of Arts

Following the first Society meeting, a Special General Meeting was held on 27 September 1956 at the British Council Library, the Code of Professional Conduct and the Scale of Professional Charges were submitted for approval and also adopted. Although many of these were originated from the RIBA, these events did mark the coming of age of the young Society, creating identity among itself and towards the public. In associate with these, HKSA held its first ever exhibition in the 3rd Hong Kong Arts Festival in 1957 (Fig.11). The exhibition was intended to publicize the Society, along to showcase the work and ability of the architectural professionals. The exhibition revealed together the Code and the Scale of Charges, an attempt to demonstrate the proper business dealing of the Society's members. The exhibition garnered a great deal of attention in its three weeks of opening,

it was recorded that approximately 45,000 people visited the whole Arts Festival.

Growing Continuously – The First Five Years

The Society continued to expand during its first five years of existence; membership grew from 27 in 1956 to 147 Full Members, 26 Graduate Members, 8 Associates and 5 Student Members by 1960. This was fueled from several channels. First, added by the University of Hong Kong's graduates since 1955. Second, the influx of many architects came from abroad to seek for opportunities in this place. Third, there were also Hong Kong Chinese graduates from overseas schools, now returning home and ready to join the exciting market. Internally, the Society now divided into a number of committees for ease of operation, namely: Building Regulation Committee, Membership Committee, Planning Committee, Professional Committee, Public Relations Committee and Programme Committee. For the last one, it was interesting to note that at those times when communication was not as quick and convenient, lectures and visits became the pre-dominant methods of knowing about the architectural development in Europe and North America. One of the main duties of the Society was to organize talks and visits, from practitioners and academicians all alike. And that became a trend in the years to follow.

Since 1956...

In 50 years' time, the Society has grown to be healthy and strong. Together with this place we call home, we have long established ourselves with a clear identity, contributing our talent in the making of this city. Our ability as HKIA Architects were recognized not only here but equally admired in other parts of the world.

Similarly, many steps were later taken to further formalize the organization, such as the change of the name to the Hong Kong Institute of Architects in 1972, so to align with other similar organizations in the world; the passing of the HONG KONG INSTITUTE OF ARCHITECTS INCORPORATION ORDINANCE (Chapter 1147), and THE ARCHITECTS REGISTRATION ORDINANCE (Chapter 408), both in 1990,

which provided a legal status to the Institute, and giving the title of Architect a unique statute. Other endeavour included the expansion of Boards and Committees to serve members and the community and liaison with the government etc., the list is endless, and the energy and effort made by the members also the same. Seeing how the seed they sowed have now blossomed into beautiful flowers, these founders must now be smiling and feeling a great sense of ease and satisfaction, wherever they are.

The writing here provides merely a glimpse from the incubation to the infancy of the Institute. There are probably a great deal more fascinating stories out there related to the formation of our Society, ready to be told and shared.

Finally, the author wishes to give special thanks to Miss Grace Haoyu Wang, Ph.D. Candidate in the HKU Department of Architecture for her information. Miss Wang's research coincides with the works of the 100-Years of Hong Kong Architecture Committee. We are forever grateful for her insight and sharing.

Author:

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College Senior Lecturer, HKUSPACE

References:

- Hong Kong and the Far East builders, July-August, 1949; 1956, Vol.12, No.1; 1956, Vol. 12, No.2; 1956, Vol.12, No.6; 1957-58, Vol.13, No.1; 1958, Vol.13, No.4

Photo Credit:

All photos by Hong Kong and Far East builder.

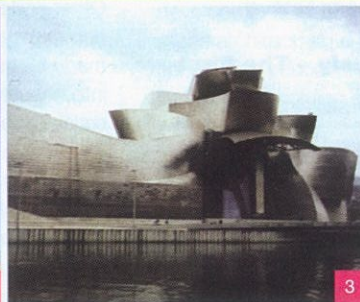
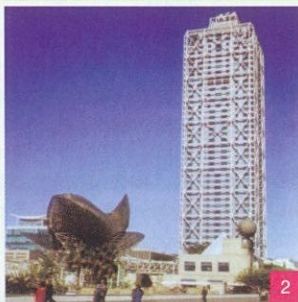
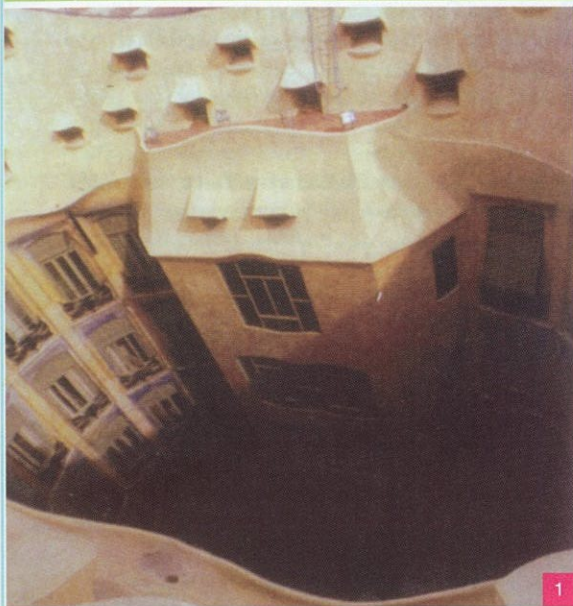


Fig.11 The 3rd Hong Kong Arts Festival

HKIA TOURS

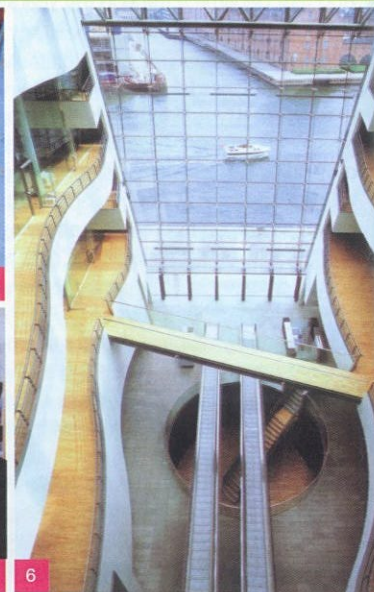
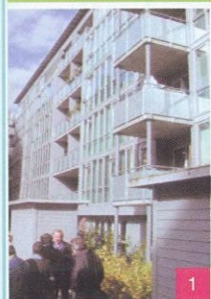
SPANISH AZULEJOS

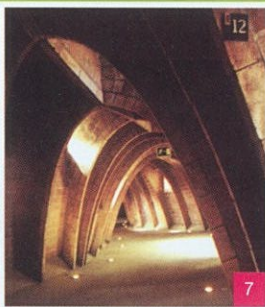
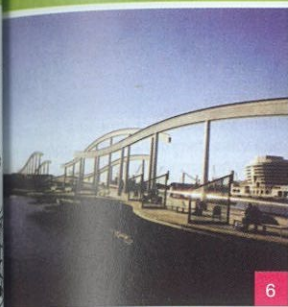
1. Casa Mila by Gaudi
2. Hotel Arts, Barcelona
3. Guggenheim Museum by Frank Gehry
4. Guggenheim Museum, Bilbao
5. Andalusia by Chan Lai Kiu
6. Barcelona Waterfront
7. Casa Mila
8. Castillo de Gibralfaro, Malaga
9. Subway Station, Bilbao
10. Casa Mila to Alhambra Palace



NORDIC GREEN TOUR

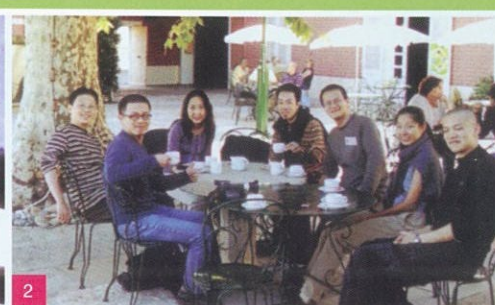
1. Klosterenga: Low energy housing cooperative
2. The Vigeland Sculpture Park: Gate
3. Encountering exhibition of Yann Arthus - Bertrand's "Earth from Above", Oslo
4. Julie Chu
5. Sketches by the architect, Stenurten Kindergarten, Copenhagen
6. The Royal Library Extension, Copenhagen, Denmark





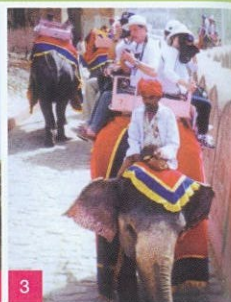
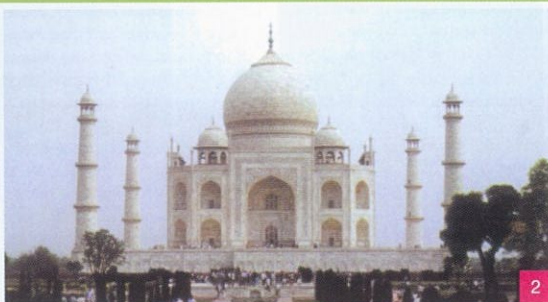
HKIA 2003 EXCURSION TO FRANCE

1. At Villa Savoye, @ FLC/Adagp, Paris 200
2. Waiting at the winery (above)
Dr. Ronald Lu, Ms Josie Dee with Mr Roger Aujame at
Church of Saint-Pierre site (below)
3. Lunch at Marseille Unite d'Habitation,
@ FLC/Adagp, Paris 200



PASSAGES ON INDIA

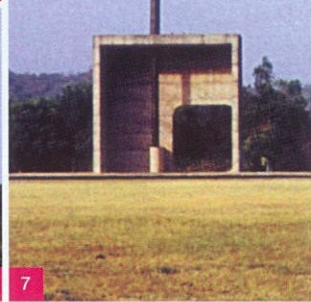
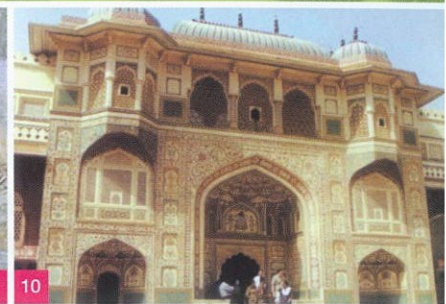
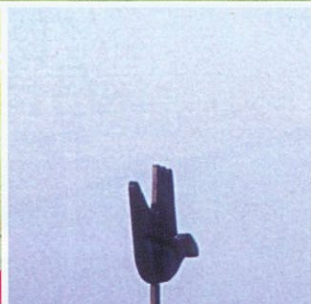
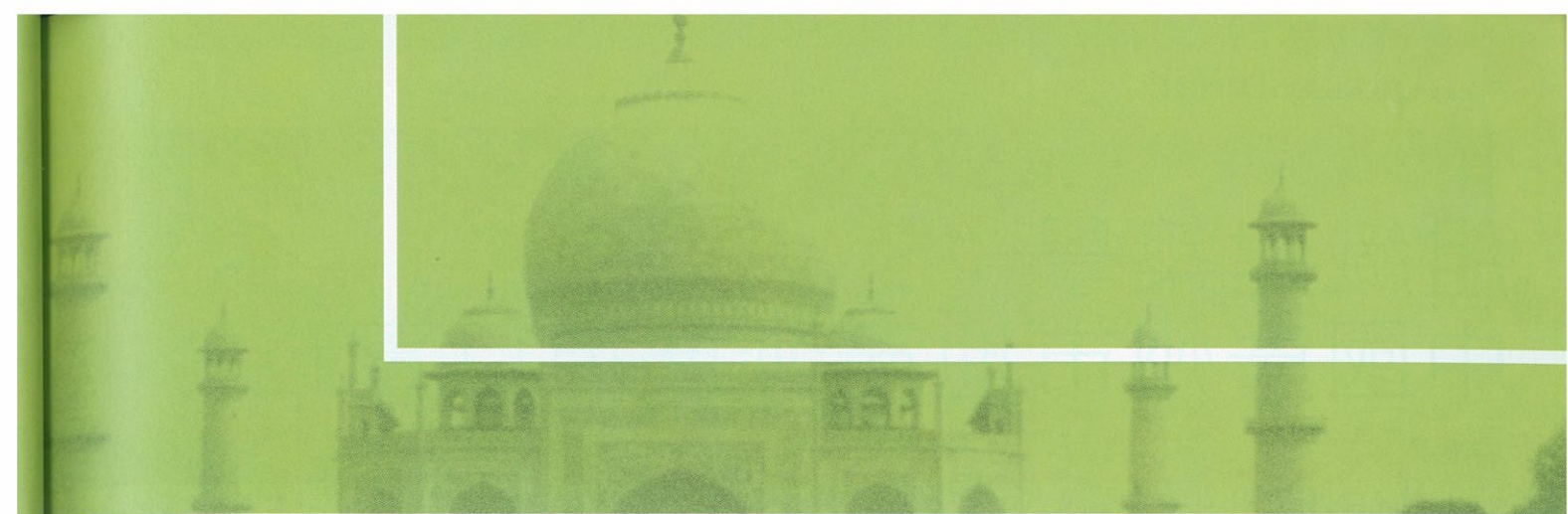
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|---------------------------------|----------------------------------|
| 1. The British Council in Delhi | 8,9. Elephant Ride to Amber Fort |
| 2. Taj Mahal | 10. Amber Fort |
| 3. Elephant Ride to Amber Fort | 11. Taj Mahal |
| 4. The High Court | |
| 5,6,7. Open Hand | |



HKIA OVERSEAS EXCURSION TO AUSTRALIA 2002

1. HKIA Overseas Excursion Trip 2002
2. Discussion among our members during visiting
3. Lunch at Yarra River, Melbourne
4. Cheers!
5. Melbourne Museum





GETTING TO KNOW SINGAPORE

1. HKIA Academe Exchange Excursion to Singapore, Easter, 1998
2. Visit to the Housing Development Board, Singapore
3. Study excursion to Singapore at Easter 1998



組織建築學： 中國廣州市地產發展項目實踐

羅慶鴻

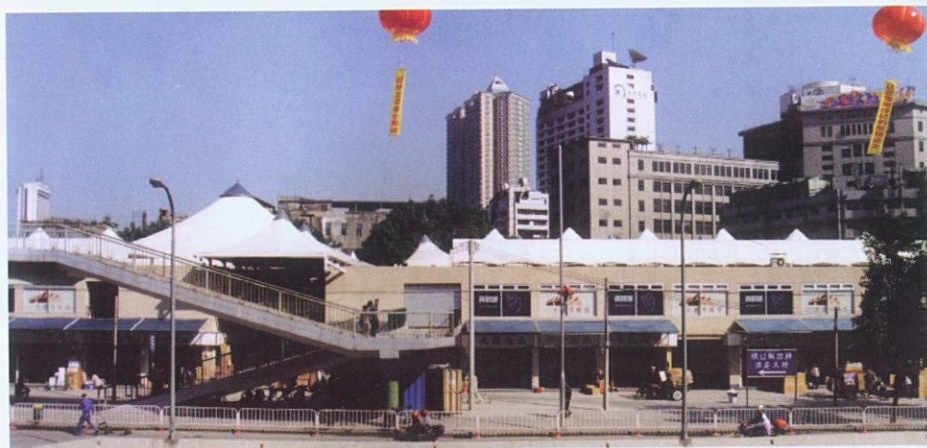
撮要

近代科技發展直接和間接帶動了社會急促改變。特別在發展中的經濟體，在轉變的過程中難免潛伏著各種歷史、政治、文化、社會和經濟等因素和變素。這些因素及變素不但同時並存，相互影響，交替沖擊而產生各種不可預見的變化，這些變化直接及間接地影響社會經濟的效益和成果。

地產發展是一個很重要的社會經濟行為，它和微觀經濟和宏觀經濟有著很密切的關係。地產項目耗用大量社會資源，若發展的功能不能在改變的環境中保持其持久性及有效地適應未來的要求，則會導致重大的公共及個體之資源損失。明顯地，近代建築學普遍採用的推理規劃概念未能有效地適應未來的變化。

本文嘗試揉合組織理論和建築學的理念，並採用一個在中國廣州市的地產發展項目為組織建築學理念作理論佐證，目的在嘗試尋找一個能夠在社會經濟變化中儘量減少浪費社會資源及產生最大社會效益的方向。

1. 一般以‘可行性報告’內的觀察和分析作為建築規劃藍本



廣州市大都市商場外觀

1. 前言

組織建築學，顧名思義是組織理論 (Organization Theory) 和建築學結合起來的學問。組織理論屬社會科學的範疇，和組織行為學一脈相承，但和組織行為學不同的是：組織行為學 Organization Behaviour 是研究個體和個體之間或是個體與組織之間的內部行為的學問，而組織理論則關注主組織體 (focal organization) 與其他組織體 (sub-organization) 的外部相互關係。

表面看來，建築學與組織理論似乎風馬牛不相及，但從理論基礎來說，建築學是一種把不同的東西，和不同的條件組織起來，創造各種不同的建築環境，以符合個人與個人之間、個人與群體之間，以至多元文化和功能之間的各種行為效率和效益。從這個觀點來說，建築學與組織理論之間，不但有共通之處，而且能夠相互啟動；因此，組織理論和建築學便可在不同的範疇內有著相同的意義。把這兩學術思想揉合，可使建築規劃更切合社會實際需要，和創造更具彈性的建築環境來符合各種社會行為。

中國自改革開放以來，經濟和科技發展一日千里，改革改善了人民的生活，開放帶來社會上的各種活動和行為的轉變，在轉變的過程中難免潛伏著各種歷史、政治、文化、社會和經濟因素 (factors) 和變素 (variables)。從而產生各種不可預見的變化和難以預先掌握的矛盾，直接和間接地影響社會的經濟秩序、活動、效率和效益。

組織理論從不同的環境，不同的角度提供了各種不同的理論和思維模式，來切合社會上各種環境變化和達到各種社會目的。此外，更可以為建築規劃創造更符合社會各種功能和活動的軟件。地產發展是社會上一個很重要的經濟行為，耗用大量社會資源。建築是為了創造各種社會活動環境而規劃。建築學裡有一句普遍的話，那就是“建築師的思維規劃了建築環境，之後，建築環境卻規劃著人們的活動”，當然也包括了各種經濟行為。這就是說，大部份建築物從規劃到完成，需時多年，而且建築物的使用期也很長，其間，若社會的任何變化和規劃的意圖產生矛盾，創造了的建築環境便不但限制了社會的活動能力。此外，若建築項目未能在改變的環境中有效地適應變化中的要求，這樣，便直接和間接都會導致社會資源損失。近代建築規劃普遍採用的理性規劃 (rational comprehensive approach)¹ 的處理手法存在一定的限理性 (bounded rationality)，未能有效地適應這種要求。

如何能夠使建築規劃更靈活地符合社會變化？如何減少因變化帶來的社會資源損失？如何使地產發展更具社會效益？本文嘗試通過廣州市一地產項目發展實例，解釋組織理論和建築學可以如何結合，為解決這些問題提供一個新的方向。第二章描述該實例的社會背景，第三章是理論觀點和實例的發展過程及第四章為本文的結語和建議。

2. 背景，1993 - 2000

為了冷卻因九十年代初的高通漲和過熱經濟帶來的困難和風險，在一九九三年下半年，由前總理朱鎔基領導下的中央財經領導小組實施了一系列的宏觀調控措施，這包括了減少貨幣供應量，提高利率，限制私人投資，和減少社會上對消費品的總需要等(何1998)，雖然這些措施為長期國家經濟發展穩定帶來了健康的基礎，但無可避免地對一窩蜂投資過熱的市場也帶來了壓力，收縮了的總需要量(aggregate demand)導致消費市場供過於求，市場上出現了何治和費沙(Aldrich, Pfeffer 1976)所談及的自然選擇(natural selection)的物競天演、適者生存的現象。

地產發展項目和其他消費產品不同，規劃和建設都需要較長的時間。由八十年代末至九十年代初計劃的項目，大部份要到九十年代中才能完成。再者，由於國內房地產發展在改革初期缺乏經驗，香港的發展商把香港的房地產發展模式引入國內，雖然香港的房地產發展比較早，然而香港的經驗在其特殊性(另文：重新認識香港特別行政區房屋政策：效率、價值與公平的爭議2004)，但卻未能結合國內改革開放的各種因素，也是造成了九十年代初期的地產市場泡沫的原因之一。在宏觀調控的政策下，減少貨幣供應直接地減少了市場的消費能力，自然地增加了地產發展商的經濟壓力，也增加了他們投資的風險。影響所及，市面上出現了大量未完成而停止的建築項目。此外，完成的建築面積供應也大量超出市場上的需求。據廣州市一地產發展商的研究報告估算，一九九六年在廣州市的甲級商業樓宇建成面積空置高達一百萬平方公尺，空置商場更彼彼皆是，因而導致地產發展商對廣州市地產市場缺乏信心。以廣州市粵秀區舊城商業中心區重建為例，重建規劃在九十年代初開始，市政府把發展權給予發展商，或由市單位以合作方式和發展商合作等，由於需要顧及折遷問題，大部份土地都需在九十年代中才能完成清理供發展用途，但由於當時市場供應過剩，加上前景不清，更由於市場資源(resource)²不足，發展商都跌進了進退失據的困境；大部份投資者唯有採取觀望態度，推遲發展計劃。其中一個發展商在沒有選擇的情況下，改變他一直以來被視為金科玉律的理性規劃，嘗試採用其他方法，在市場內尋找新的發展資源(new resource)³，來創造新的市場以支持他的項目。

3 廣州市實例

3.1 資源依賴理論

費沙和沙拿錫(Pfeffer and Salancik 1977)在組織理論上的資源依賴模式(resource dependence model)提示了尋找和選擇新資源的觀點，這個觀點認為主組織為了生存，需要和環境(其他組織體)交換資源，這包括了主動改變自己去迎合環境變化，或創造環境以符合自己的條件。主組織需要提供新的資源，如物質資源、知識資源、金融資源和人為資源等，還要把這些資源投入發展項目中去交換社會上其他組織體的資源，共享交換成果。在這個理論基礎下，該發展商(主體組織)採用了成果互相依靠理論(Outcome interdependency)中的共存關係模式(Symbiotic relationship)。這就是，發展商和市場上其他組織體(依賴對象)都為雙方創造更大的成果之關係模式。

3.2 創造新資源的主要觀點

創造新資源的基礎條件是發展商須要衡量自己能為依賴對象創造經濟效益的技術和能力，同時也要分辨這些對象對新資源依賴的重要性，以及他們能否提供項目發展的經濟能力。此外，還要考慮：一、依賴對象的數量多少對發展項目的重要性。二、發展商在新資源的使用和分配上有多大的自由權。三、新資源的控制是否能處於一個壟斷的環境。

3.3 市場組織方面

在經過詳細市場觀察和調查後，發展商選擇了廣州的鞋業批發商為資源共同依賴對象。主要原因是：一、自宏觀調控開始，市場消費資金減少，批發商的營業額每況愈下。二、投資該批發業者，不斷增加，市場分配持續減少，惡性競爭情況越趨激烈。三、市場由一些原地的建築群湊合組成，環境雜亂，運輸交通混亂，缺乏輔助性設施如貨物起卸及貨品儲存等，

- 2. 在組織理論上，指市場上的消費能力。
- 3. 指脫離市場傳統的消費能源

導致營運不便，交易成本增加等。四、供應市場出現變化，廣州市的鞋業消費來源主要來自境外地區（廣州市以外的其他省市），例如：站西區的較高檔產品的客戶大都來自各省市，解放南區的中檔產品則以珠江三角洲為主。由於近年境外如溫州市、重慶市，以至珠江三角洲區的批發市場崛起，製作經營成本比廣州市低，這不但減少了流入廣州市的消費資源，更削弱了廣州市批發市場對外的競爭能力。五、調查資料顯示，若要改變廣州市鞋業批發市場當時的困境，百份之八十六站西批發商都認為首先要提高產品質量，這樣就要加快獲取國內高檔產品最新的訊息、流行趨勢、技術和材料等，以提升他們對境外市場的競爭能力；其次是引導海外買家進入，他們特別指出海外中小型買家的潛力很大，但由於他們的市場訊息缺乏語言和文化因素，招徠不易；同樣地，百份之八十三解放南區的批發商也認為訊息是他們改善困境的良方，但他們更認為引導境外買家進入比海外買家和獲取產品訊息更為重要。六、批發市場用地量較少，生意額則較零售市場大，但極需要輔助設施配合。據調查顯示，批發商們大多認為祇要有足量買家進入，就有能力付出較高的經營費用。

3.4 循序漸進，避免矛盾和增加適應能力

明顯地，市場訊息是發展商可以為批發商提供的新資源。為了測試這訊息資源的可靠性，首先，發展商在香港和國內註冊了訊息公司，並在站西區批發市場中心點設立了資訊站（圖一），以會員專享制度來為批發商戶提供從國外搜集的行業訊息，也為他們之間建立了一個交換訊息平台，並同時收集市場變化資料和動態供項目發展規劃作參考。此外，並進一步參與國內外的商貿活動，例如香港貿易發展局於一九九八年中在上海舉辦的香港設計博覽會，其後的廣州交易會、南寧交易會、香港的亞太皮革展等；此外，更進一步建立互聯網絡收發市場訊息，供廣州市批發商參考，並用以測試資訊服務對業內的依靠性和重要性。

此外，項目要獲得目的依賴對象（鞋業批發商）的信心和支持，首先便要處理他們在市場之間的各種矛盾；並在處理過程中，賺取經驗來照顧他們各種不同的需要。這有賴於使用漸進和次序方式來解決他們之間的問題和增加他們對新環境的適應能力（Cyert and March 1963）。

在市場工作方面，發展商為了解決在站西區（高檔）和解放南區（中檔）批發商在市場上的不同要求和在營運上的矛盾，例如：站西區要求較高檔的形象，營運的需求次序為 — 款式流行趨向、新技術、新物料、省外市場網絡和海外市場網絡；解放南區則以價廉物美為招徠，需求次序 — 省內市場網絡、海外（特別是第三世界地區）市場網絡和款式流行趨向。為此，發展商不斷地從海外和國內收集行業資料，

參與各地展銷活動，建立互聯網絡，並先後在站西區和解放南區設置資訊站提供訊息服務，並最終在項目內完善資訊設施。

在建築規劃方面，發展商為了保障資金投入的靈活性，把面積約貳萬餘平方公尺，可建容積率為八倍，規劃為甲級商業用途的地盆⁴，計劃採用漸進方式，把整體建築分割為六個獨立運作部份，分期進行。由於發展概念嶄新，缺乏先例可循，在確定建築規劃方案前，在地盆內劃出約四份之一地塊，獲市政府允許興建一個以兩年為期的臨時建築作實驗市場。實驗市場佔地約伍仟平方公尺，高兩層，內設約三百出租批發單位（圖二）；整體規劃以符合批發市場各種經濟行為和優化現市場缺點為目標。此外，並建設一獨立的資訊服務和交流中心，為提高租戶的營運效率和效益服務。在佈局方面，也採相應的措施來避免營運上的矛盾，例如設立分區來減少形象上高低檔次的差別；此外，亦因應不同買家，不同品種組合和不同的商業行為在規劃及管理上作出相應的處理。

4. 地盆位於廣州市解放南路南端，距海珠廣場約100餘公尺，南臨一德路，北鄰大新路，西向解放南路。

5. 所有實驗項目內的批發租戶均自動成為該資訊公司的會員。

3.5 組織結構

在資源依賴的理論中，費沙和沙拿錫（1977）建議不同的項目以不同的結構去組織，例如以董事會、委員制度⁵或合作協議等來爭取互相依賴對象對項目的關心和貢獻。在這個理念上，發展商在實驗項目的資訊公司（新資源）以會員制度成立，會內事務和發展方向由會員們直接參與，發展協助制訂和推行，會內權益由所有會員共享。

3.6 統籌方式

按西克和馬殊（Cyert and March 1963）的建議，該實驗項目的統籌方式分為兩部份：一、橫向統籌（lateral co-ordination）：這主要是市場訊息和推廣方面的工作，由會員和資訊公司合作，共同承擔權利和義務。二、垂直統籌（vertical co-ordination）：以項目發展工作為主；發展商成立項目發展辦公室為統籌中心，由建築顧問負責理論研究、組織、策劃、實施、監控、協調等一切事務，以確保理念的完整性，並向董事局直接負責；下設資訊公司和其他獨立部門如租務、物業管理、市場推廣、項目規劃、以至資料搜集等。所有策略制訂、實施方法、工作質量、項目形象等均由項目辦公室統一制訂，採用標準操作守則（stand operation procedure），由上而下推動及執行；同樣地，項目的改善建議、市場變化等資料，則由下而上向項目辦公室匯報。

3.7 實驗成果

該實驗項目於一九九九年六月八日公開認租，在經濟不景氣的環境下，租金雖比現市場租值稍高⁶，但反應卻十分踴躍，認租額超越供應額達八倍，所有出租單位⁷於項目辦公室挑選認租者後⁸，約於一星期內全部租罄（圖三）。

結語

組織理論是如何組織各種社會環境和條件，為切合實際社會（項目）需要和適應社會變化，提供指導思想的學問；建築學則集分析、統籌、創造、管理和行政於一體；二者同樣地包括了政治、文化、歷史、經濟、以至社會科學等學術領域。廣州市的實驗項目證明這兩種學術思想不但能夠相輔相承，並且更切合社會實際需要，減少由環境轉變中帶來的矛盾和損失，為建築規劃、地產發展創造更大的發展空間，為社會（宏觀）和企業（微觀）經濟效益作出更大貢獻。目前，資源依賴理論是組織理論其中一個模式，其他模式與建築學的關係尚待開發，頗具發展潛力。本文建議學術界和建築專業重視組織理論，把它納入建築學的範。

6. 租金平均為RMB900平方米，比站西區平均租金高達20%。
7. 除了在策略上預留單位供辦公室式用戶（上層）和境外用戶外。
8. 挑選的方法是選擇適當的組合，避免租戶之間在營運行為中產生矛盾。

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FROM BRITISH COLONIZATION TO JAPANESE INVASION

THE 100 YEARS ARCHITECTS IN HONG KONG 1841-1941

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Fig1 Hong Kong Club 1845



Fig2
Thosmas William
Kingsmill,
1837-1910



Fig.4
Sotheby Godfrey Bird



Fig3 The Clock Tower 1863

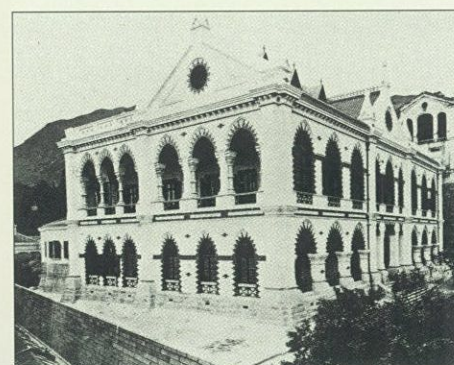


Fig.5 German Club 1872

Introduction

A few years ago when I was working on the 100 years Hong Kong Architecture project organized by the Hong Kong Institute of Architects and studying my Master degree in architectural conservation, I started to know more of our heritage buildings. But I knew little on who were the architects of those buildings. The information is scattered in different sources. There is no special study on architects in Hong Kong from 1841 to 1941. I wanted to find out the name of architects who had contributed to the development of our city. Relating them back to our historical buildings either demolished or not. Even though majority of them might not design great buildings, they were part of our history. In this connection, this article is focus on the names of architects as a start. Due to limited time and resource, there must be errors and inadequacy that needs further verification and modification. This article aims at providing an index to the captioned topic. Personal details of the architects will not be included in this article.

The definition of "Architect" in this article are: 1) those names found under the title of "Architect" in the directories or from books or articles with the description as "architect"; 2) "Authorized Architect" under government gazette; 3) civil servant with architect's title under the civil servant list. Within the so-called "Architects", there are two types of people. One is with architectural training or background such as Bachelor of Architecture or member of Royal Institute of British Architects. The second one is with or without engineering background but registered as "Authorized Architect" in the government list. Some architects might have both architectural and engineering background. The other group of people worked in the government, who had contributed in the design of public buildings are included. The names of who was not HK residents, but involved in the design of buildings in Hong Kong, is also recorded in this article. Even though some architects appeared before 1941, their description and project completed after 1941 will not be included.

Architects in Private Practice 1841-1902

Before British came to Hong Kong in 1841, there were no people with a title of "architect" in Hong Kong. The first name appeared as architect is **F. Langer**. He came from Calcutta in 1842 to work for Jardines, to plan and supervise the erection of their first large warehouse at East Point. But he died on 30 October 1842, about two months after his arrival in Hong Kong. The second name of architect is **Rowland Rees**. His name is found with the title of architect in the 1846 directory. Rowland Rees was a War Office Engineer. He was actively involved in the missionary work of Union Church. The third one is **George Strachan**. His name is found in the same directory. He also appeared in a government record 1845 as "architect of Victoria, Hong Kong". Strachan was the draftsman of the Government House when he was working in Surveyor-General's Office before 1844. He also designed the Hong Kong Club 1845 (Fig1).

Thos. W. Kingsmill (Thomas William Kingsmill, 1837-1910) (Fig.2) is found in the 1862 directory. He went to China before 1858 and practiced in Shanghai with Whitfield as "Whitfield & Kingsmill" in early 1860s. Most of his time was practising in China. He was the first president of the Society of Engineers and Architects in China. **S.B. Rawling** (Samuel Bartlett Rawling) and **Storey & Son** are found in the 1864 directory. **C.H. Storey** (Storey & Son) is found as a civil engineer in the same directory. He was an assistant engineer in Surveyor-General's Office from 1862 to 1863. S.B. Rawling was an assistant engineer for Water Works 1862 -63. His name is also found in the 1867 directory. The Clock Tower 1863 (Fig.3) situated at the junction of Pedder Street and Queen's Road was designed by **Rawlings & Co.** It is not sure whether this Rawling was the designer. Later on, the firm renamed as **Rawling, Medlen & Co.** with **G.A. Medlen** and **J. Studd** (John Studd). Studd worked in government in 1867 and titled as architect in the 1872 directory. He was the only partner of the firm from 1872 to 1874.

Shearman G. Bird (Sherman Godfrey Bird), **S. Godfrey Bird** (Sotheby Godfrey Bird) (Fig.4)



Fig.6 Beaconsfield Arcade 1880



Fig.8 Hongkong and Shanghai Bank 1886

appeared in the 1867 directory. Shearman and his brother Sotheby arrived in Hong Kong 1858. They joined Surveyor-General's Office in 1863. Shearman was assistant Surveyor-General in 1865. Sotheby worked in Public Works Department (PWD) from 1864 to 1867 and joined Wilson & Salway (later became Palmer & Turner) in 1878. He was described as an architect in a book by P & T. "S.G. Bird had arrived with his brother some twenty years earlier to join the Surveyor General's Office, and he had been responsible for the survey of the Peak and Kowloon, but now he decided to rejoin his old boss Wilson, in his new capacity as an architect in private practice" Sotheby was also described as an architect in a government report in 1884.

William Salway (1844-1902, RIBA 1874), the founder of Palmer & Turner, arrived in Hong Kong and started his private practice in 1868. **Wilberforce Wilson** (CE) joined Salway in 1870 and they were in partnership to form **Wilson & Salway** in 1872. Wilson arrived in Hong Kong 1863. He was the Surveyor General 1865-68. Wilson was described as an architect in the directory. The buildings completed in this period were German Club 1872 (Fig.5), St. Peter's Seamen's Church 1872 and Chartered Bank of India, Australia and China (The Chartered Bank) 1878. Salway went to Australia in 1878. He was the architect of the City of Melbourne Corporation for Market Buildings from 1883. Sotheby Bird became partner from 1881 to 1890. The name of the firm was then changed to **Wilson & Bird**. Under the new name of practice, Beaconsfield Arcade 1880 (Fig.6) and St. Joseph's English College 1881 were completed. Wilson retired in 1881. **Clement Palmer** (1857-1952, RIBA 1882, Authorized Architect 1903-04, partner of Bird & Palmer and Palmer & Turner 1883-1907) (Fig.7) joined the company in 1882 and became partner of **Bird & Palmer**. The Hongkong and Shanghai Bank 1886 (Fig.8) was Palmer's first building designed in Hong Kong. The other projects completed in this period were Alice Memorial Hospital 1887, P&O Building 1887 and Government House Annexe 1890. Bird retired in 1890. **Arthur Turner** (MICE Authorized Architect 1903-12 and 1916, P&T partner 1891-1911) (Fig.9) arrived in HK 1883 and became partner after Bird's retirement. The firm became **Palmer & Turner (P&T)** which still exists today. In this period of time, some famous buildings were completed such as Nethersole Hospital 1893, Chartered Bank 1894, Hong Kong Club 1897 (Fig.10), Former British School, Kowloon 1902 and Mountain Lodge 1902.

William Danby (1842-1908, MICE, Authorized Architect 1903-08) (Fig.11) arrived in Hong Kong in 1873. He worked as Clerks of Works in Surveyor-General's Office. He had partnership with **Granville Sharp** (1825-1899) to form **Sharp & Danby** in 1874 when he was still working for the government. Danby left the government in 1879.

Sharp was an accountant and started as a banker. He expanded his business in property developments. He was the donor of Matilda Hospital, in memory of his wife Matilda. Sharp and Danby separated in 1881 and the firm became **Sharp & Co.** Danby had partnership with **Robert Kennaway Leigh** (MICE, Authorized Architect 1903-04) to form **Danby & Leigh** on or before 1882. Danby was described as architect in a government report in 1884. They designed the Austin Arms Hotel at the Peak 1891 (Fig.12), Union Church 1891, Dairy Farm Building 1892 (today's Fringe Club & Foreign Correspondents Club) and Former Mental Hospital at High Street 1892. **James Orange** (1857-1927, MICE, Authorized Architect 1903-08, retired 1908) was an engineer and worked in Public Works Department (PWD) when he first arrived in Hong Kong around 1878. One of his first works was the old Tai Tam Waterworks in 1884. He joined Danby & Leigh in 1890 and the firm became **Danby, Leigh & Orange**. In 1894, Danby left the firm and had his own practice. He designed the Imperial German Consulate in Shameen, Canton in 1898. Danby, Leigh & Orange became **Leigh & Orange (L&O)**. The firm still exists today. The buildings completed by the firm in this period were Queen's Building 1899, Marble Hall 1901-2 and Ohel Leah Synagogue 1902 (Fig.13).

John Lemm (1867-1917, RIBA 1912, Authorized Architect 1903-17) arrived and commenced

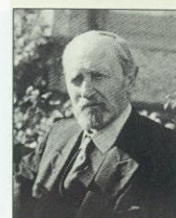


Fig.7 Clement Palmer



Fig.9 Arthur Turner



Fig.10 Hong Kong Club 1897



Fig.11 William Danby

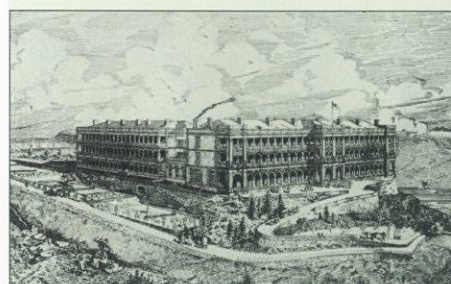


Fig.12 Austin Arms Hotel at the Peak 1891



Fig.13 Ohel Leah Synagogue 1902