



金樂琦教授
Prof Roger KING

榮譽大學院士
Honorary Fellow of HKUST

Prof Roger King can't be easily typecast. But he can proudly lay claim to being Hong Kong University of Science and Technology's oldest student to earn a PhD at the wise age of 66. Unto him another rare but indisputable honor is due: he is the PhD holder with the greatest number of grandchildren, eight to be exact.

Anyone meeting Prof King for the first time is struck by his absence of angst. He wears a perpetual half smile. In reality and in appearance, he is a man at peace with himself. This inner composure stems from the knowledge that he has achieved the major goals he had set out for his life. He is in that blessed state of wanting nothing and wanting for nothing. His two main preoccupations and pleasures are his family, and his teaching, a role he plays to distinction at HKUST's Business School as its Adjunct Professor in finance.

Though educated in the US, with a Bachelor of Science in Electrical Engineering from the University of Michigan, a Master's in the same discipline from New York University, and a Diploma in Advanced Management Program from Harvard University, Prof King comes across as a well-mannered Chinese man of virtue. With a neutral accent and cosmopolitan outlook, he defies narrow ethnic categorizations. Overseas, he has been variously mistaken for a Filipino, Malay, Korean or Japanese national. His ethnic invisibility is the ultimate badge of honor for the global citizen that he is. Despite being financially independent, he is impervious to luxury. He lives simply, still driving his 12-year old car. His low-maintenance life is anchored by the high priority he attaches to his family, especially his grandchildren. He is a hardcore believer in sweating for what you have, and in swearing off shortcuts or cheap gains. That explains why he chose to do a hard-earned doctorate at HKUST, which he claims, is the hardest degree to earn this side of the Pacific.

Prof King's external composure belies his busy life, as he juggles many roles that straddle the worlds of commerce and academia. In business, he is currently a Supervisory Board Member of TNT, listed on the Amsterdam Stock Exchange; Non-Executive Director of Overseas Orient International and Sincere Watch (Hong Kong) Limited, both listed in the Hong Kong Stock Exchange. He is also the Honorary Consul for the Republic of Latvia in Hong Kong SAR. In academia, in addition to his Adjunct Professorship in finance, Prof King is Director of the Center for Asian Family Business and Entrepreneurship Studies, and Director of the Center for Business Case Studies at HKUST, both pro-bono positions he performs with relish.

Socially, Prof King comes across as relaxed and easy-going. But there is nothing easy-going about his spirit of innovation and devotion to duty. He has a résumé that is full of surprises. Stateside, he was in the US Navy as a lieutenant, a computer researcher with the famous Bell Telephone Laboratories and a management consultant with John

金樂琦教授才能全面，在不同崗位都勝任有餘。他以66歲耳順之年成為香港科技大學年紀最大的博士，值得自豪。這位教授的八名孫子孫女，更令他引以為榮。

任何人與金教授初次見面，都會被他那種灑脫的感覺所深深吸引。他總是面帶微笑，內外如一，性情祥和。他內心如此平靜，是因為他已達到了人生重要目標，可以說無欲無求。他最關心，也是最享受的就是他的家庭和他的教學工作。他目前在香港科技大學商學院擔任財務學系兼任教授，卓有成就。

金教授在美國接受教育，取得密歇根大學電機工程理學士學位、紐約大學電機工程碩士學位及哈佛大學高級管理課程文憑，同時具備中國人謙遜有禮、才德兼備的美德。金教授能操流利及不帶口音的英語，他四海一家的觀念完全超越狹隘的種族區分。他在一國經常被人誤認為菲律賓人、馬來西亞人、韓國或日本人。他無視種族差異，正是他作為世界公民的最佳寫照。雖然金教授經濟條件充裕，但絕不追求奢華。他生活簡樸，12年來駕駛同一車輛。他並不講求生活享受，事事以家庭為重，特別疼愛他的孫兒。他堅信一分耕耘、一分收穫，而且不走捷徑，也不會孳孳為利。所以我們不難明白他選擇修讀香港科技大學一門高難度的博士學位課程，他表示這是在整個西太平洋區最艱深的課程。

從金教授的外表，難以想像他在商界和學術界身兼多職，公務繁忙。商界方面，他是荷蘭上市公司TNT的監督委員會委員，以及香港上市公司東方海外（國際）及先施鐘錶非執行董事。他同時是香港特別行政區拉脫維亞共和國名譽領事。在學術界，金教授除了擔任香港科技大學財務學系兼任教授外，也是亞洲家族企業與創業研究中心總監及企業案例研究中心總監，這都是金教授出於興趣而義務兼任的崗位。

金教授總給人輕鬆隨和的感覺。不過，對於創新精神和盡職盡責，他卻十分堅持。他閱歷豐富，在美國，金教授曾任海軍上尉、在著名的貝爾電訊研究所擔任計算機研究員，以及任職約翰狄實德公司的管理顧問。在香港，他曾涉足與其學術背景拉不上關係的行業。例如他曾任歐亞船廠有限公司主席，這家公司在香港建造鑽油塔，這也是第一間與中國海洋石油總公司在南海開採石油和天然氣的合營公司。他亦曾任太平洋咖啡公司非執行主席及主要投資者。他創辦本港最大個人電腦經銷商東寶

Diebold. In Hong Kong, he had boldly entered fields that were often unrelated to his academic training. He was Chairman of Euro-Asia Shipyard Limited which built oil drilling rigs in Hong Kong and was the first one to drill for oil and gas in the South China Sea through a joint venture company with China National Offshore Oil Company. He was a Non-Executive Chairman and key investor of Pacific Coffee Limited. He was also the Executive Chairman and founder of ODS System-Pro Computers Limited, the largest personal computer reseller in Hong Kong. But the distinctive role Prof King has carved out for himself is that of a 'corporate doctor'. This reputation led to his appointment as an outsider on the boards of diverse businesses. He has never made much of the fact that he is the brother-in-law of Mr Tung Chee Hwa, Hong Kong SAR's first Chief Executive. What he brings to a business is his ability to see commonalities and incisively identifies the issues that bedevil a complex or troubled business.

Prof King owes much of his success in business to his meticulous study and preparation, to knowing everything there is to know about the subject of his responsibility and curiosity. In teaching, he brings the same sense of discipline and devotion, often spending upwards of 15 hours in preparing for a one-hour lecture. He uses no textbooks, relying rather on articles and cases. His one prescription for his students is that they come to class prepared, and be prepared to participate in discussions. To him, he doesn't so much 'teach' as 'facilitate learning'. In doing so, he makes good use of his extensive networks in business, inviting captains of industry to guest-speak at his course. He skillfully blends his knowledge of business dynamics with academic theories. He is a strong advocate of applied research, especially in corporate governance, family business and entrepreneurship. The innovator in him is now itching to do something to break Harvard's near-stranglehold on case studies. The materials and methods used in Asia are always borrowed from the West. He believes it is time to do it locally. Why shouldn't Harvard come to HKUST when it wants to study Asian businesses, he would ask rhetorically.

At age 70, his mind is fresh and nimble, driven by his relentless search of novel and better ideas. His orientation is towards the future, proving once again that for people of ideas, age is just a number. Those who succeed in business often donate money to educational causes. Prof King donates his time and talent, bridging the gap between practical business knowledge and business theory, as only he can. Now teaching purely for its pleasure, he is an exemplary entrepreneur-educator. Luxuriating in contentment and purposeful living, Prof King can look forward to more of same, with innovation in education as his bonus, and the grooming of business leadership as his reward.

Mr Pro-Chancellor, on behalf of the Council of The Hong Kong University of Science and Technology, I have the high honor of presenting to you Prof Roger King, Adjunct Professor in finance at HKUST, and Non-Executive Director of Overseas Orient International Limited, for the award of Honorary Fellowship.

電腦有限公司，並曾擔任其執行主席。金教授擔當「企業醫生」的獨特角色深受讚賞，並獲多家不同業務的公司委任，以「局外人」身份加入董事會。他從沒有標榜自己是香港特別行政區首任特首董建華的妹夫，只是以他個人的睿智，為企業歸納問題癥結，為業務複雜或經營困難的公司解決疑難。

金教授的成功之道，在於他對學習和準備工夫一絲不苟，對他有興趣或負責的課題鏗而不捨，努力鑽研。在教學方面，他克己甚嚴和專心致志，往往會花上15小時來準備短短一小時的課堂。他授課時不會採用教科書，而是為學生預備文章和研究專案。他對學生的要求，就是上課要有備而來，並參與討論。對他來說，他的角色不是「教授」知識，而是「鼓勵學習」。為此，他善用他在商界廣泛的人脈關係，邀請業界翹楚擔任客席講者。他將自己的營商知識融入學術理論，並大力提倡應用研究，特別是在企業管治、家族企業及創業精神方面。他的創新精神，使他渴望打破哈佛大學在商界專案研究的獨有地位。亞洲採用的教材和研究方法經常取材自西方國家，但他相信現在是時候因地制宜，採用本地的教材和研究方法。他甚至設想，以香港科技大學在亞洲企業研究方面的成就，如果有一天哈佛大學需要向科大取經，也不足為奇。

金教授年屆70，但心境年輕、思路靈活，熱切追求創新意念。他著眼未來，正好道出只要有創意，人的年齡只不過是一個數字。成功的企業家經常捐助教育機構，金教授則為學術界奉獻他的時間和才華，拉近商界實戰經驗與商業理論的距離。他現在從事教學工作純粹出於興趣，樹立了企業家與教育家結合的典範。金教授從現在的生活中獲得無窮的滿足感和生命意義，他在教育理念方面勇於創新，在培育商界領袖方面悉心盡力，這些成果帶來鼓舞的力量，使金教授繼續朝這方面努力，樂此不疲。

副監督先生，本人謹代表香港科技大學校董會，恭請閣下頒授榮譽大學院士予香港科技大學財務學系兼任教授及東方海外(國際)有限公司非執行董事金樂琦教授。

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