

Pair gains insight during China tour

By LISA PETERSON
Of the Emerald

"In this country when we say 'ask not what your country can do for you, but ask what you can do for your country,' everybody kind of snickers," Richard Steers, associate professor of management says. "Over there (in China), they take it very seriously."

Steers and Rosalie Tung, assistant professor of management, were the first two U.S. business professors to travel to China for research and study.



Photo by Joe Schnabel

Richard Steers

Steers toured China in August and Tung traveled in July to compare and contrast differences in management techniques between China and the United States. They also took in the cultural and anthropological aspects that China is known for.

Steers studied China's basis for motivation, as compared to the tactics used in the United States.

In China, "They motivate people with a combination of ideology, plus a strong dose of bonuses," he says. In the United States, money is the prime motivational tactic, Steers adds.

The Chinese argue ideology and emphasize moral encour-

agement as their main motivation to work, he says, adding that this means the Chinese work for the state, serve and produce for the good of the state and to help develop China. They feel a moral obligation to contribute, and the Chinese feel strongly about their obligation, Steers says.

The Chinese government motivates people financially by offering an extra bonus of 20 to 30 percent of the workers' salaries, Steers says. These bonuses are not awarded for an individual's performance but for "team" performance achievements. Group achievements rather than the one individual "hero" are emphasized, he says.

The average worker in China earns 50 to 60 yuan (a yuan equals about 66 cents) a month. And the pay difference from the lowest to the highest worker is not great, says Steers. "Everyone is making a salary that is not that far apart from everyone else."

He compares this with the United States, where a secretary makes \$7,000 a year while former Pres. Gerald Ford makes about \$200,000 a year, he says.

Steers says the United States can learn social responsibility from the Chinese.

"We should be more concerned about how we can contribute to society, instead of pursuing our own interests," he says.

"The mistake we make is the assumption that this is a far more free country," Steers says. "But the Chinese feel comfortable to walk the streets at night."

"The crime rate in China is extremely low," Steers says. His motel rooms had no locks on the doors, and bicycles parked outside were unlocked, he says.

"Crime is deterred by a combination of social norms backed up with very severe penalties. And it works," Steers says. "Nobody I saw locked their bicycles. I sure lock mine in Eugene."

Tung studied socialistic economy versus the U.S. market economy. She toured the industrial enterprises and ob-

served operations in Beijing (Peking), Shanghai, and Guangdong. Steers says Tung was at an advantage because she speaks fluent Mandarin.

"I was able to walk around with the factory directors," Tung says. "And when you are walking with a person for two or three hours, there is a lot of information that you can get out of a person."

One of the differences Tung observed is the planned economy China has, set by the National Planning Board. The board takes care of the insurance benefits, wages and production of each company. In the United States, it is up to the individual company as to what sort of things they would like to engage in, "as long as it's legal," Tung adds.

After observing China and comparing it with the United States, she concludes that they are two completely different cultures and societies that have contrasting morals and incomparable degrees of technology.

"It's really difficult to say which society is better ... because so many different things influence a person's perceptions of what constitutes happiness." She explains that if a person is brought up with the idea that true commitment toward the goals of the country is more important, than China would be labeled the better society. But a person raised in the United States would have a hard time living without the constitutional 'freedoms' and

traditional luxuries he or she was used to.

Tung notes that the U.S. industries are more productive, but adds, that's due to many factors: The U.S. is more advanced technologically and it has trained technicians. For example, she says, it would cost the Chinese government about 16,000 dollars to produce one car and this auto would be "a plain, ordinary taxi."

Steers and Tung also visited historical sites including the Great Wall, the Forbidden City and the Summer Palace. The Chinese were warm and friendly and added to the delightfulness of their trips, the two say.

Steers and Tung will publish their research and experiences in articles, and Tung is working on a book.



Photo by Joe Schnabel

Rosalie Tung

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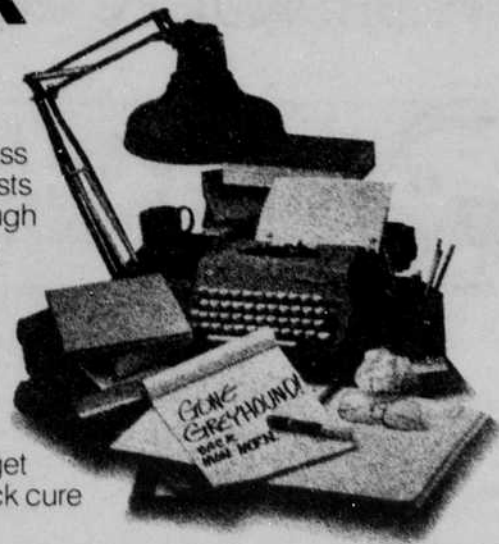
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