

transfer of skills, knowledge, and expertise are culture-specific. Even among western countries there are remarkable differences in approaches to management.

Foreign partners need to understand and respect the salient features of the

host country's culture, in particular those features that have a direct bearing on management effectiveness. Before turning to some of the relevant features of Nepalese culture, we will provide a theoretical perspective on cross-cultural relations.

Hofstede's Model ♦ ♦ ♦

Researchers have made progress in understanding the impact of culture on human behaviour. Geert Hofstede (1991), a Dutch cross-cultural specialist, defined culture as "the collective programming of the human mind which distinguishes people of one group from another" (p. 5). According to Hofstede, culture consists of the patterns of thinking that parents transfer to their children, teachers to their students, and friends to their friends. Following extensive research in about 50 countries, including Canada, Hofstede concluded that cultures vary along four dimensions, enabling researchers to compare one culture to another. The dimensions are:

- ♦ Individualism vs. Collectivism;
- ♦ Large vs. Small Power Distance;
- ♦ Masculinity vs. Femininity; and
- ♦ Strong vs. Weak Uncertainty Avoidance

Individualism vs. Collectivism

This dimension relates to the degree of interdependence a society maintains among individuals. In individualist societies, where people are expected to look after themselves and their immediate families, strong personal bonds are limited to a few close family members. In collectivist societies, people are integrated at birth into large, cohesive groups, including extended family groups, where they are protected in exchange for their unquestioned loyalty.

Cultural differences along this dimension have many important implications for managers, including differences in the way employees are motivated, in employees' perceptions of work and private life, in their expectations regarding employer-employee relations, in their priorities