

students and our Western partners had the attitude of teachers".<sup>100</sup> Thus commitment and determination to learn are equally significant elements of success.

This is a useful reminder that while in "hard" technologies, Western collaborators may clearly be in advance of their southern partners, the smart Western collaborator will realize that he too may be the junior partner when it comes to other skills. Western collaborators have much to learn from their Third World partners, especially in "soft" technologies such as market knowledge (or generally, country knowledge), work arrangements, and community relations. The principle that mutual learning is at the root of successful N-S collaborations applies to business as it does to the other forms of collaboration.

In the increasingly integrated world economy, it can be expected that global managers will become ubiquitous. The challenge is to capture in practice the development potential which is inherent in them although not their original purpose. One way in which northern governments can assist their own corporations in trading, investing, and joint venturing in the Third World, while at the same time promoting developmental spin-offs, is to make available the training programs in cross-cultural skills and developmental awareness that are currently focused on technical cooperation personnel.

The preceding three chapters have surveyed the 10 major categories of N-S collaborations that hold promise for facilitating local acquisition of skills and institution-building in developing countries. There do exist other collaborations that space does not permit giving their proper due. These include the occasional links between functional departments of northern and southern governments which

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100. *Ibid.*, p.96.