

## **MANAGING CROSS-CULTURALLY IN AFRICA**

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This paper outlines a cross-cultural study of 15 sub-Saharan countries in breadth, and four countries in depth (South Africa, Cameroon, Kenya and Nigeria) that focuses on the management of organizations by looking at post-colonial, Western and indigenous influences. By looking in depth it paints a picture of the nature of management, where managers perceive organizations and leadership is going, and where ideally it should be going. The in-depth analysis made it possible to focus on the results of cultural hybridization and to assess how successful organizations adapted to their environment. Managing people and organizations appropriately and successfully in Africa is key to its future, especially within the context of intra-regional trade.