



Cross-Cultural Management Challenges in Pan-African Companies in Morocco: A Policy Inquiry

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Abstract

Cross-cultural management challenges are significant in multinational companies operating across different regions of Africa, particularly in countries with diverse linguistic and cultural backgrounds such as Morocco. A qualitative study method was employed, involving semi-structured interviews with executives from various Pan-African firms operating in Morocco. Data were analysed using thematic content analysis. Interviews revealed that language barriers accounted for nearly 50% of the challenges faced by companies, influencing communication and decision-making processes negatively. Cultural differences also posed significant obstacles to effective collaboration among employees from different backgrounds. The findings highlight the critical role of cultural sensitivity training and cross-cultural competency development programmes in overcoming these challenges. Policies should mandate regular cross-cultural management workshops for all Pan-African company executives, emphasising the importance of language proficiency and fostering a more inclusive organisational culture.

Keywords: *Pan-Africanism, Multinational, CulturalDiversity, Ethnocentrism, InterculturalCommunication, GlobalManagement, Cross-culturalTraining*

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