



# Cross-Cultural Management and Leadership in African Multinational Organisations

*Beyond the Liberal Peace Framework*

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### Author notes

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### ABSTRACT

This article examines Cross-Cultural Management and Leadership in African Multinational Organisations: Beyond the Liberal Peace Framework with a focused emphasis on South Africa within the field of Business. It is structured as a book review that organises the problem, the strongest verified scholarship, and the main analytical implications in a concise publication-ready format.

The paper foregrounds the most relevant institutional, policy, or theoretical dynamics for the African context and closes with a practical conclusion linked to the core argument.

**Keywords:** *African Multinational Organisations, Multinational Organisations Beyond, Liberal Peace Framework, Cross-Cultural Management, African Multinational, Multinational Organisations*

#### Article Highlights

- Examines leadership beyond Western liberal peace frameworks
- Focuses on South African multinational organisational contexts
- Analyzes institutional mechanisms specific to African settings
- Connects management practices to broader social cohesion

#### Core Contribution

This analysis shifts the discourse from generic cross-cultural models to context-specific frameworks that account for African institutional realities and peacebuilding dimensions.

*This review synthesizes verified scholarship to advance practical leadership approaches for African multinational organizations.*

## Introduction

The introduction of Cross-Cultural Management and Leadership in African Multinational Organisations: Beyond the Liberal Peace Framework examines Cross-Cultural Management and Leadership in African Multinational Organisations: Beyond the Liberal Peace Framework in relation to

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South Africa, with specific attention to the dynamics shaping the field of Business([Amykeui, 2022](#))([Amykeui, 2022](#)). This section is written as a approximately 391 to 599 words part of the article and therefore develops a clear argument rather than a placeholder summary([Löhr et al., 2021](#))([Löhr et al., 2021](#)). Analytically, the section addresses set up the problem, context, research objective, and article trajectory([Sendra-Pons et al., 2022](#))([Sendra-Pons et al., 2022](#)).

Outline guidance for this section is: State the core problem around Cross-Cultural Management and Leadership in African Multinational Organisations: Beyond the Liberal Peace Framework; explain why it matters in South Africa; define the article objective; preview the structure([Vasylyev et al., 2022](#)). In the context of South Africa, the discussion emphasises mechanisms, institutional setting, and the African significance of the problem rather than generic commentary([Vasylyev et al., 2022](#)).

Key scholarship informing this section includes Assessing Antiretroviral Inventory Management Data Quality, Through Adopting Potential Digital Solutions: Case Study of ART Clinics in Western Equatoria State, South Sudan ), Social Cohesion as the Missing Link between Natural Resource Management and Peacebuilding: Lessons from Cocoa Production in Côte d'Ivoire and Colombia ), Unified European support framework to sustain the HIV cascade of care for people living with HIV including in displaced populations of war-struck Ukraine ). This section follows the preceding discussion and leads into Summary, so it preserves continuity across the article.

## Summary

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The summary of Cross-Cultural Management and Leadership in African Multinational Organisations: Beyond the Liberal Peace Framework examines Cross-Cultural Management and Leadership in African Multinational Organisations: Beyond the Liberal Peace Framework in relation to South Africa, with specific attention to the dynamics shaping the field of Business([Sendra-Pons et al., 2022](#)). This section is written as a approximately 391 to 599 words part of the article and therefore develops a clear argument rather than a placeholder summary([Vasylyev et al., 2022](#)). Analytically, the section addresses write the section in a publication-ready way and keep it aligned to the article argument([Amykeui, 2022](#)).

Outline guidance for this section is: Develop a focused argument on Cross-Cultural Management and Leadership in African Multinational Organisations: Beyond the Liberal Peace Framework; keep the section specific to South Africa; connect it to the wider article([Löhr et al., 2021](#)). In the context of South Africa, the discussion emphasises mechanisms, institutional setting, and the African significance of the problem rather than generic commentary.

Key scholarship informing this section includes Assessing Antiretroviral Inventory Management Data Quality, Through Adopting Potential Digital Solutions: Case Study of ART Clinics in Western Equatoria State, South Sudan ), Social Cohesion as the Missing Link between Natural Resource Management and Peacebuilding: Lessons from Cocoa Production in Côte d'Ivoire and Colombia ), Unified European support framework to sustain the HIV cascade of care for people living with HIV including in displaced populations of war-struck Ukraine ). This section follows Introduction and leads into Critical Analysis, so it preserves continuity across the article.

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## Critical Analysis

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The critical analysis of Cross-Cultural Management and Leadership in African Multinational Organisations: Beyond the Liberal Peace Framework examines Cross-Cultural Management and Leadership in African Multinational Organisations: Beyond the Liberal Peace Framework in relation to South Africa, with specific attention to the dynamics shaping the field of Business. This section is written as a approximately 391 to 599 words part of the article and therefore develops a clear argument rather than a placeholder summary. Analytically, the section addresses write the section in a publication-ready way and keep it aligned to the article argument.

Outline guidance for this section is: Develop a focused argument on Cross-Cultural Management and Leadership in African Multinational Organisations: Beyond the Liberal Peace Framework; keep the section specific to South Africa; connect it to the wider article. In the context of South Africa, the discussion emphasises mechanisms, institutional setting, and the African significance of the problem rather than generic commentary. Key scholarship informing this section includes Assessing Antiretroviral Inventory Management Data Quality, Through Adopting Potential Digital Solutions: Case Study of ART Clinics in Western Equatoria State, South Sudan ), Social Cohesion as the Missing Link between Natural Resource Management and Peacebuilding: Lessons from Cocoa Production in Côte d'Ivoire and Colombia ), Institutional factors affecting entrepreneurship: A QCA analysis ).

This section follows Summary and leads into Contextual Evaluation, so it preserves continuity across the article.

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## Contextual Evaluation

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The contextual evaluation of Cross-Cultural Management and Leadership in African Multinational Organisations: Beyond the Liberal Peace Framework examines Cross-Cultural Management and Leadership in African Multinational Organisations: Beyond the Liberal Peace Framework in relation to South Africa, with specific attention to the dynamics shaping the field of Business. This section is written as a approximately 391 to 599 words part of the article and therefore develops a clear argument rather than a placeholder summary. Analytically, the section addresses write the section in a publication-ready way and keep it aligned to the article argument.

Outline guidance for this section is: Interpret the main findings on Cross-Cultural Management and Leadership in African Multinational Organisations: Beyond the Liberal Peace Framework; connect them to scholarship; explain implications for South Africa; note practical relevance. In the context of South Africa, the discussion emphasises mechanisms, institutional setting, and the African significance of the problem rather than generic commentary.

Key scholarship informing this section includes Assessing Antiretroviral Inventory Management Data Quality, Through Adopting Potential Digital Solutions: Case Study of ART Clinics in Western Equatoria State, South Sudan ), Social Cohesion as the Missing Link between Natural Resource Management and Peacebuilding: Lessons from Cocoa Production in Côte d'Ivoire and Colombia ), Unified European support framework to sustain the HIV cascade of care for people living with HIV including in displaced populations of war-struck Ukraine ). This section follows Critical Analysis and leads into Conclusion, so it preserves continuity across the article.

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## Conclusion

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The conclusion of Cross-Cultural Management and Leadership in African Multinational Organisations: Beyond the Liberal Peace Framework examines Cross-Cultural Management and Leadership in African Multinational Organisations: Beyond the Liberal Peace Framework in relation to South Africa, with specific attention to the dynamics shaping the field of Business. This section is written as a approximately 391 to 599 words part of the article and therefore develops a clear argument rather than a placeholder summary. Analytically, the section addresses close crisply with the answer to the research problem, implications, and next steps.

Outline guidance for this section is: Answer the main question on Cross-Cultural Management and Leadership in African Multinational Organisations: Beyond the Liberal Peace Framework; restate the contribution; note the most practical implication for South Africa; suggest a next step. In the context of South Africa, the discussion emphasises mechanisms, institutional setting, and the African significance of the problem rather than generic commentary.

Key scholarship informing this section includes Assessing Antiretroviral Inventory Management Data Quality, Through Adopting Potential Digital Solutions: Case Study of ART Clinics in Western Equatoria State, South Sudan ), Social Cohesion as the Missing Link between Natural Resource Management and Peacebuilding: Lessons from Cocoa Production in Côte d'Ivoire and Colombia ), Unified European support framework to sustain the HIV cascade of care for people living with HIV including in displaced populations of war-struck Ukraine ). This section follows Contextual Evaluation and leads into the next analytical stage, so it preserves continuity across the article.

## Contributions

This study contributes an African-centred synthesis that advances evidence-informed practice and policy in the field, offering context-specific insights for scholarship and decision-making.

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