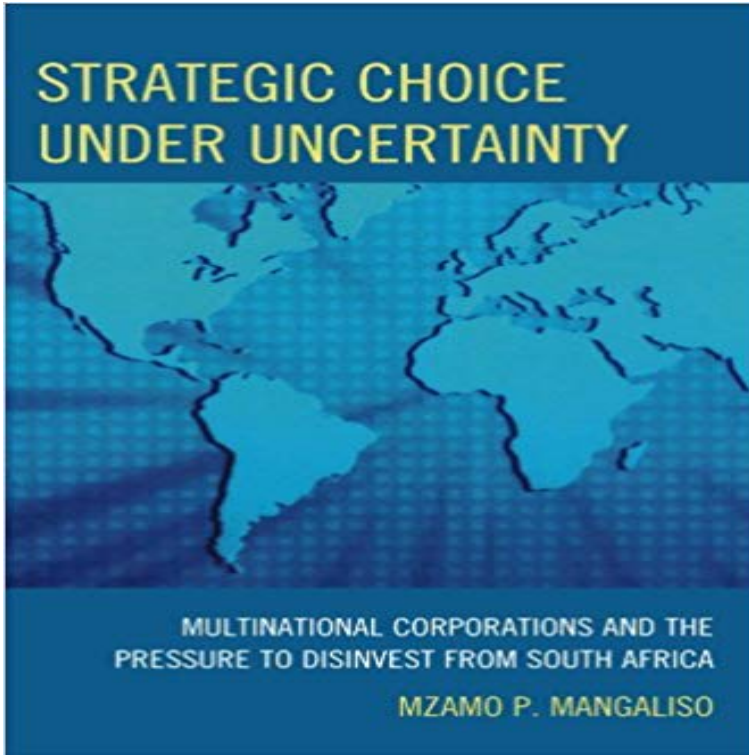


Strategic Choice Under Uncertainty: Multinational Corporations and the Pressure to Disinvest from South Africa



Strategic Choice Under Uncertainty provides an inside perspective of how multinational corporations dealt with the pressure to withdraw from South Africa in the 1980s. The decision was mired in the uncertainty of weighing the economic and social costs of the disinvestment strategy against the benefits that would come with the restoration of racial equality and democracy in the country. By providing a robust conceptual scaffolding of environmental uncertainty, the book empirically demonstrates how extra-organizational environmental forces can affect strategic choices and, therefore, performance outcomes. Furthermore, the book demonstrates the vulnerability of multinational business operations to repressive host government practices, and the powerlessness of business decision-makers to implement their objectively rational plans under such conditions. It illustrates that the threat and, indeed, the actual execution of large scale corporate withdrawal can be instrumental in spurring social change in such repressive host countries.

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