

- **Conflict Management**
- *Conflict Handling Intentions*
- *In Extremis Leadership*
- *Negotiations*

The Incident in Kabul

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Captain William Waverly, a few months into his 2011 US Army deployment in Afghanistan, was readying himself for a security patrol operation in Kabul, Afghanistan, to be conducted jointly with his Afghan police force counterpart. It had been the practice that US Armed Forces would supply fuel to all vehicles on these patrols, but a few days earlier, Waverly had received orders that the US would stop supplying this fuel to the Afghan police force. As Waverly and his team prepared themselves for the patrol, the Afghan police armored trucks pulled into the post for a patrol and, as usual, expected gas. A tense situation quickly developed. The head of the Afghan forces, Ghotai Sharma, upon learning from one of Waverly's sergeants that he was not getting gasoline that day, became upset. Sharma drew his pistol, started gesticulating and raised his voice. Sharma's troops swung their gun turrets from their armored vehicles toward the US soldiers and Waverly heard the familiar metallic click associated with Sharma's troops chambering an ammunition round in an AK-47 weapon. At the same time, he heard in his earpiece the chattering from his own US troops as they coordinated who was covering what target among the Afghan police should a firefight break out. In the not too distant past, Waverly had lost, at the hands of Afghan forces who were living as allies with the US troops, a fellow officer, who was Waverly's roommate in Afghanistan. He knew that his next few steps would be critical in this emerging conflict situation.

- **Economics**
- *Price Discrimination*
- *Government Regulation*
- *Consumer Demand*
- *Corporate Social Responsibility*
- *Business Communication*

The Most Hated CEO in America

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In the fall of 2015, Turing Pharmaceuticals increased the price of its recently acquired drug, Daraprim, by several thousand percent. While the short-term effect on profits would be substantial, the long-term effects were less clear. The CEO, Martin Shkreli, was constantly in the media flaunting his pricing strategy as a way to maximize Turing's profits. Considerable coverage from the media and even the government was painting the company in a particularly negative light. After announcing to the media on September 23, 2015, that the price of Daraprim would be lowered, Martin Shkreli needed to decide if he would follow through on lowering the price of Daraprim.

- **Marketing**
- *Marketing Strategy*
- *Luxury Management*
- *Consumer Marketing*
- *Branding*

Kaviari: Pure Caviar

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In September 2015, with the peak of the holiday season only three months away, Karin Nebot, CEO and part owner of the House of Kaviari, is questioning how to sustain the growth of the company. Kaviari, with €26m in annual sales, is a French family business trading and retailing farmed caviars, which means that they import and brand the product, and sell it to fine food stores, chefs, and wholesalers. The caviar market in France is changing in a new way due to the introduction of inexpensive brands and new retail channels for the precious grains. In recent past, major hypermarkets and supermarkets have introduced caviar with a ‘downmarket’ product. With the high sales season fast approaching, Nebot needs to decide whether Kaviari should maintain its current position, go mainstream and broaden its consumer base, or increase the brand visibility in its traditional luxury segment.

- **Marketing**
- *Destination Marketing*
- *Growth*
- *Segmentation*
- *Targeting*
- *Ecotodge Management*

The Uakari Lodge & Community-based Tourism

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The Uakari Lodge is an internationally recognized pioneering example of community-based ecotourism. It was developed in the late 1990’s to provide visitors to Brazil’s Mamiraua Sustainable Development Reserve with an ecotourism experience demonstrating the value of rainforest conservation. The Mamiraua Institute for Sustainable Development (ISDM), supported by Brazil’s Ministry of Science, Technology and Innovation, owns the Uakari Lodge. The Institute, in collaboration with local communities, jointly operates the lodge. While delivering economic, social and environmental benefits in the region, the management of the Lodge has struggled to achieve a targeted level of profits. This has constrained the Institute’s efforts to fully transfer ownership and responsibility for operation of the Uakari Lodge to the partner communities. The management of the ISDM needs to attract more visitors to the lodge or increase the profit per visitor to achieve their target.

- *Crisis Management*
- *Crisis Communications*
- *Strategic Planning*
- *Bankruptcy*

General Motors and the Chevy Cobalt Ignition Switch Crisis

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It was Saturday, March 29, 2014, and Mary Barra, the newly named Chief Executive Officer of General Motors (GM), was attempting to manage the fallout from GM's recall of 4.8 million Chevy Cobalt and similar vehicles. The Cobalt recall centered on a defect in its ignition switch that intermittently caused the vehicle to stall. During a stall, the vehicle's airbags may also have failed to deploy. GM had been struggling internally with the ignition switch issue over the prior decade, which also saw GM deal with bankruptcy, re-organization, and other leadership and cultural issues. Lawyers across the U.S. were preparing a class action lawsuit against GM, the U.S. Justice Department had initiated a criminal investigation, and the National Highway Traffic Safety Administration (NHTSA) was investigating GM's safety reporting procedures. The public outcry was increasing, and Barra had been summoned to testify before the U.S. Congress. The recalls would be costly, the negative publicity was hurting GM's image, and Barra needed to determine how to manage the crisis, regain the trust of GM's customers and move forward. Barra's first decision would be whether to meet with the families of Chevy Cobalt crash victims.

PEDAGOGICAL PRELECTIONS

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