

The Forensic Marketing Case Study Methods 4

Formerly associated with crime-solving techniques, the term "forensic" now appears regularly in the accounting sphere as a method for deterring or discovering irregularities in financial statements. Can forensic techniques be applied to expose practices that thwart federal marketing-related legislation, such as antitrust and product safety, not to mention state and local laws? The authors suggest an approach that integrates traditional and historical case study methods to enhance the new field of forensic marketing. Facts should be gathered through a more structured and professional ("forensic") type of marketing audit, which they explain.

Steven J. Anderson, John X. Volker, and Michael D. Philips

Leadership Development: An Exploration of Sources of Learning 10

Large sums are spent by individuals and organizations on programs to develop business leaders. Perhaps more attention should be given to the materials and techniques used to teach leadership or train leaders, in short, to the sources of learning. To help fill the gap between research on leadership theory and actual leadership development practices, the authors developed a comprehensive list of over two dozen sources of learning. For ease of use, these sources are grouped according to Conger's 1992 four-pronged approach to leadership development: personal growth, conceptual understanding, feedback, and skill building. These sources of learning alone will not create leaders without at least one more essential ingredient: a culture of leadership development that reflects long-term organizational commitment.

Scott J. Allen and Nathan S. Hartman

Developing Trust in Leaders: An Antecedent of Firm Performance 20

It seems intuitive that when employees trust their organization's leadership, the organization's performance will be positively affected. This is confirmed by research. But how can managers today develop productive relationships with employees amid all the demands of today's marketplace? An investigation into some key factors that may increase employee trust—exerting rational influence, allowing autonomy, and collaborating to encourage leader-member exchange—sheds light on the problem based on data gathered from managers in the fast food industry.

Cesar Douglas and Suzanne Zivnuska

Investigating the Impact of Organizational Excellence and Leadership on Business Performance: An Exploratory Study of Turkish Firms 29

What makes a successful firm? Building on the research framework of Darling and Nurmi (1995) and other studies, the authors included seven business performance measures to test the effects of three key organizational excellence factors and four key leadership strategies on performance. Data were gathered from personal interviews with 200 firms in three major cities in western Turkey. Results for each factor were analyzed in detail, which should help managers weigh the value of various approaches and strategies. Overall, the study found a significant relationship between organizational excellence and performance, and between leadership strategies and performance.

Musa Pinar and Tulay Girard

**Trust and Commitment: 46
Reciprocal and Multi-
dimensional Concepts in
Distribution Relationships**

Those who create products or services often do not distribute (sell) them. Their success may be in the hands of their distribution channel. The degree of mutual trust and commitment between the organizations is crucial to their mutual long-term success. This study of the many dimensions of trust and commitment — the two are not the same — and the evolutionary nature of their development reflects a survey of electronic components manufacturers, testing nine hypotheses. Managers should benefit from results showing the importance of proceeding step-by-step to build each level of the various types of trust and commitment.

Gregory S. Black

**Supply Chain Integration and 56
Organizational Success**

Much has been written about the importance of managing the supply chain if global companies wish to succeed. A key aspect of such management is integrating activities within and across companies in the chain. Organizations that achieve this should be expected to have higher levels of performance. Using data from the third round of Global Manufacturing Research Group results, this study analyzed several performance measures, including year-to-year-changes, to confirm that supply chain integration does improve performance. The study also found interesting variations among countries.

**Rhonda R. Lummus, Robert J. Vokurka, and
Dennis Krumweide**