A.4 Competitive Analysis of the P/M Industry

There are four appendices from the work on the Competitive Analysis projects. These are:

**Appendix A:** Slides presented to the Powder Metallurgy Parts Association, MPIF Fall Management Conference, October 2005.


*This research attempts to address some of the gaps in our understanding of individual-level interorganizational exchanges. To this end, a conceptual framework which integrates cooperative norms, communication behaviors, and perceived problem solving efficacy is developed. We employ qualitative and quantitative methodologies to explore relevance and significance of proposed constructs and relationships. Findings support the viability of constructs and proposed relationships. Specifically, communication behaviors were found to mediate the relationship between cooperative norms and problem solving confidence to resolve conflict. These results hold implications for future research and management practice.*


*The marriage metaphor has been used to make substantial contributions to our understanding of buyer-seller relationships. However, there has been increasing recognition that transfer from the marriage metaphor to buyer-seller relationships has not been fully explored. There is a need to explore buyer-seller relationships at a more micro, individual level that allows for greater consideration of relational/communication elements. This paper extends existing perspectives by integrating conceptual and empirical work from the interpersonal relationship literature. Specifically, the role of individual partner expectations, communication behavior, and appraisal processes in problem solving are delineated. Qualitative field interviews from participants representing multiple functional areas across both sides of business dyads are utilized as a means of examining the viability of the conceptual transfer from interpersonal to buyer-seller relationships. The work holds implications for future research and management of relational problem solving in buyer-seller partnerships.*
Appendix D: “An Examination of Liking as a Mediator of Communication Behavior and Trust in Individual-Level Buyer-Seller Exchanges,” Chickery J. Kasouf, Kevin G. Celuch, and John H. Banham, currently under review at the Society for Marketing Advances.

This research attempts to address some of the gaps in our understanding of individual-level interorganizational exchanges. To this end, a conceptual framework which integrates communication behaviors, liking, and trust is developed and tested. Overall, findings support proposed relationships with liking found to mediate the relationship between communication behavior and trust. These results hold implications for future research and management practice.