# NEW HORIZONS IN MANAGERIAL AND ORGANIZATIONAL COGNITION

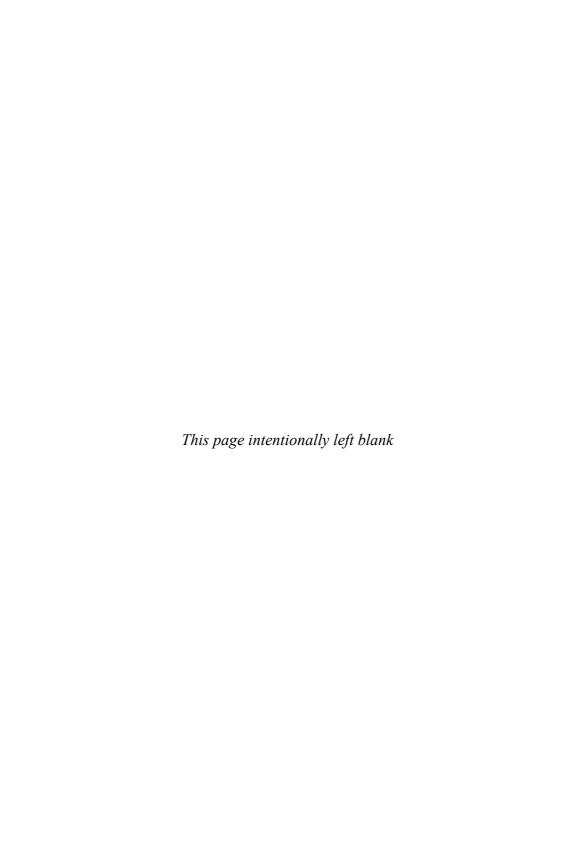


# THINKING ABOUT COGNITION

**EDITED BY** 

ROBERT J. GALAVAN KRISTIAN J. SUND

# **Thinking about Cognition**



# New Horizons in Managerial and Organizational Cognition

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# **Chapter 8: The Identity Conundrum and an Expanded Framework of Organizational Identity**

Peter Foreman and David A. Whetten

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**Peter Foreman** is a Professor in the Department of Management at Illinois State University. His research focuses on issues of organizational identity and its related concepts of collective identity, multiple/hybrid identities, reputation, image, legitimacy, and identification. Most recently, he has been exploring the phenomenon of collective action among a group of organizations – or a "collective of collectives," and its basis in social cognition and collective identity. In particular, he has been examining these issues within the context of wine trails and cheese associations – collectives of individually owned-and-operated businesses. This work has been funded with over \$1,000,000 in federal and state grants.

Robert J. Galavan is a Full Professor and holds the Chair in Strategic Management at the National University of Ireland Maynooth. He was the founding Head of the School of Business at NUI Maynooth and formerly Dean of the Faculty of Social Science. He is a Council Member of the Irish Academy of Management and Chairs the Strategy Significant Interest Group (SIG). He holds an award winning PhD on Strategic Leadership from Cranfield University, a Master's degree in Adult Education and Sustainable Development, and degrees in Strategy and Management.

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Saheli Nath is an Assistant Professor of Management at the University of Central Oklahoma. She obtained her doctorate from the Kellogg School of Management at Northwestern University in the joint degree program in Management and Organizations and Sociology. Her primary research interests lie at the intersection of organizations and social problems. She has worked extensively on the different elements of a risk society that render certain groups and communities highly vulnerable to specific internal or environmental stressors. Applying a variety of theoretical perspectives, she has attempted to unpack the effectiveness of different interventions to address these vulnerabilities.

**Aleksi Niittymies** acts as a Grant Researcher at the Faculty of Management and Business at Tampere University. His research interests relate to managerial cognition and international business, especially to how cognitions shape firms' internationalization processes. He has published his research, for instance, in *International Business Review*.

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Ruchi Sinha is a Senior Lecturer in Management in the Business School at the University of South Australia. She is an Active Member of the Centre for Workplace Excellence. Her PhD is in Organizational Psychology from Michigan State University. Her research focuses on the role of teamwork in effective decision-making. Particularly the role of shared leadership, voice, conflict and shared cognition on team effectiveness. She seeks to clarify the measurement of critical team composition predictors and emergent states to explain how they influence team communication and coordination. She applies an interdisciplinary lens to her research and is currently working on multiple sizeable research projects funded by Australia's Defence, Science and Technology Group. Her work has been published in top-tier management and psychology journals. She serves on the Editorial Board for the *Journal of Applied Psychology* and the *Journal of Organizational Behavior*.

Kristian J. Sund is a Professor of Strategic Management at Roskilde University in Denmark. He is Co-editor, with Robert Galavan, of the *New Horizons in Managerial and Organizational Cognition* book series. His research currently focuses on business model innovation, uncertainty, and management education, and has recently appeared in outlets like *MIT Sloan Management Review* and *Journal of Business Research*. He holds a Doctorate in Management and Licentiate (MSc) in Economics from the University of Lausanne, and a MAfrom the Ecole Polytechnique Fédérale de Lausanne, where he also completed his post doc.

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Randall Westgren is a Professor of Applied Economics and holds the McQuinn Chair in Entrepreneurial Leadership at the University of Missouri – Columbia, USA. Prior to joining the University of Missouri, he held professorial positions at the University of Illinois, McGill University (Montréal), and Santa Clara

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David A. Whetten recently retired from a Distinguished Academic Career, serving on the faculties of University of Illinois and most recently Brigham Young University. He had a highly productive research career, with over 100 publications in a range of areas, including organizational decline, organizational effectiveness, family business, corporate reputation, and research methods. But he is most widely known as one of the progenitors of the concept of organizational identity. He served as Editor of *Academy of Management Review*. He was an Active Member of the Academy of Management. In 1991 he was elected an Academy Fellow, he received the Academy's Distinguished Service Award in 1994, he served as President in 2000, and in 2004 he received the OMT Division Distinguished Scholar Award. In addition, he received the Outstanding Educator Award from the Organizational Behavior Teaching Society in 1992 for his pioneering work in management skills education.

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