

**↗ NEW HORIZONS IN MANAGERIAL
AND ORGANIZATIONAL COGNITION**



THINKING ABOUT COGNITION

EDITED BY

**ROBERT J. GALAVAN
KRISTIAN J. SUND**

Thinking about Cognition

This page intentionally left blank

New Horizons in Managerial and
Organizational Cognition

Thinking about Cognition

EDITED BY

ROBERT J. GALAVAN

National University of Ireland Maynooth, Ireland

&

KRISTIAN J. SUND

Roskilde University, Denmark



United Kingdom – North America – Japan – India – Malaysia – China

Emerald Publishing Limited
Howard House, Wagon Lane, Bingley BD16 1WA, UK

First edition 2022

Editorial matter and selection © 2022 Robert J. Galavan and Kristian J. Sund. Published under exclusive licence. Individual chapters © 2022 Emerald Publishing Limited

Reprints and permissions service

Contact: permissions@emeraldinsight.com

No part of this book may be reproduced, stored in a retrieval system, transmitted in any form or by any means electronic, mechanical, photocopying, recording or otherwise without either the prior written permission of the publisher or a licence permitting restricted copying issued in the UK by The Copyright Licensing Agency and in the USA by The Copyright Clearance Center. Any opinions expressed in the chapters are those of the authors. Whilst Emerald makes every effort to ensure the quality and accuracy of its content, Emerald makes no representation implied or otherwise, as to the chapters' suitability and application and disclaims any warranties, express or implied, to their use.

British Library Cataloguing in Publication Data

A catalogue record for this book is available from the British Library

ISBN: 978-1-80117-825-9 (Print)

ISBN: 978-1-80117-824-2 (Online)

ISBN: 978-1-80117-826-6 (Epub)

ISSN: 2397-5210 (Series)



ISOQAR certified
Management System,
awarded to Emerald
for adherence to
Environmental
standard
ISO 14001:2004.

Certificate Number 1985
ISO 14001



INVESTOR IN PEOPLE

Contents

About the Contributors	vii
List of Contributors	xi
Chapter 1: Reflections on the First Five Volumes of New Horizons in Managerial and Organizational Cognition <i>Robert J. Galavan and Kristian J. Sund</i>	1
Chapter 2: How do Mindfulness and Routines Relate? Metacognitive Practice as Resolution to the Debate <i>Ravi S. Kudesia and Tingting Lang</i>	9
Chapter 3: Combining Neurophysiological and Psychological Indicators to Understand Individual and Team Cognition and Decision-Making <i>Ruchi Sinha, Louise Kyriaki, Zachariah R. Cross, Imogen E. Weigall and Alex Chatburn</i>	31
Chapter 4: Shared Identity, Intentionality and Agency in Organizations <i>Randall Westgren and Peter Foreman</i>	57
Chapter 5: Thinking of Things to Come: Fuzzy Frames and Anticipating the Distant Future <i>Saheli Nath</i>	73
Chapter 6: Network Pictures: Cognition in a Networked Context <i>Christina Öberg</i>	89
Chapter 7: Studying Cognition Through Decision-Makers' Characteristics: Insights from International Business Research <i>Aleksi Niittymies</i>	103

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

Peter Foreman and David A. Whetten

117

About the Contributors

Alex Chatburn is a Lecturer in Cognitive Neuroscience at the University of South Australia. His research focuses on prediction, sleep and memory; and he is broadly interested in how we construct our realities based on memory and learning in the brain. He uses EEG and statistical modeling approaches to answer questions about how we and our brains learn about, and adapt to, our environments.

Zachariah R. Cross is a Research Fellow at the Cognitive and Systems Neuroscience Research Hub at the University of South Australia. His doctoral research focused on the neural oscillations that support information processing during wake and sleep states, focusing on language as a complex form of memory. Working in collaboration with Australia's Defence, Science and Technology Group, his current research uses state-of-the-art statistical modeling and neurophysiological analysis techniques to better understand how individual differences in the human brain underpin decision-making and information processing in ecologically valid environments.

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.

Ravi S. Kudesia received his PhD in Management from Washington University in St. Louis, was previously a Research Fellow at Future Resilient Systems,

and is currently an Assistant Professor at Temple University. He studies human organizing and how people can organize more mindfully. Taking a multimethod approach including experiments, qualitative case studies, and agent-based models, he traces how processes related to attention and interpretation transfer across people as they organize into collectives – and how these collectives solve problems and make sense of their environments. His research has appeared in leading outlets, such as *Academy of Management Review*, *IEEE Transactions on Computational Social Systems*, *Journal of Management*, *Organization Science*, *Organizational Behavior and Human Decision Processes*, and *Safety Science*.

Louise Kyriaki is a Research Associate within the Caring Futures Institute, College of Nursing and Health Sciences, at Flinders University. Her research interests are in cognitive neuroscience, particularly the neurobiology of language processing and child development. She has also conducted research in organizational psychology and cognition. Her current research primarily investigates cognition in childhood and adolescence, focusing on developmental disorders.

Tingting Lang received her PhD in Management from Singapore Management University and is currently an Assistant Professor at Renmin University of China. Her work concerns psychological processes in organizing, focusing on entrepreneurial and high-reliability contexts where these microfoundations are particularly pronounced and especially consequential. For instance, she studies how employees, managers, and regulators collectively interact to maintain work practices and cultures that culminate in safe and reliable performance. She explores these research questions using both quantitative (experiments, field surveys, and archival panels) and qualitative (case studies, participant observation, and text analysis) methods.

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*.

Christina Öberg is a Professor in Business Administration at Karlstad University, Sweden and associated with the Ratio Institute and Leeds University. She has a

background from Linköping University and Lund University and has been a Visiting Scholar at Harvard University, Stanford University, the University of Florence, the University of Exeter, the University of Bath, and Manchester University. Her research interests concern mergers and acquisitions, customer relationships, innovations, sustainability, and new ways to pursue business, including the sharing economy and effects of additive manufacturing. Her publications appear in such journals as *Journal of Business Research*, *Production Planning & Control*, *Entrepreneurship and Regional Development*, *Information Technology & People*, *European Journal of Marketing*, *International Marketing Review*, and *Industrial Marketing Management*.

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 MA from the Ecole Polytechnique Fédérale de Lausanne, where he also completed his post doc.

Imogen E. Weigall is currently undertaking a Masters by Research in Human Resource Management at the University of South Australia. She completed a Bachelor in Psychological Science (Cognitive Neuroscience) from the University of South Australia in 2019. Her current research adopts an interdisciplinary approach integrating research and techniques from cognitive neuroscience with existing organizational science methods to investigate neurophysiological predictors of shared mental model development.

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

University (California). His primary research foci are strategic entrepreneurship behavior in small and large firms and inter-firm strategies for cooperation and competition. His empirical research in the agri-food sector is funded by a series of grants from the National Institute of Food and Agriculture.

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.

List of Contributors

Alex Chatburn	University of South Australia, Australia
Zachariah R. Cross	University of South Australia, Australia
Peter Foreman	Illinois State University, USA
Robert J. Galavan	National University of Ireland Maynooth, UK
Ravi S. Kudesia	Temple University, USA
Louise Kyriaki	Flinders University & University of South Australia, Australia
Tingting Lang	Renmin University of China, China
Saheli Nath	University of Central Oklahoma, USA
Aleksi Niittymies	Tampere University, Finland
Christina Öberg	Örebro University, Sweden
Ruchi Sinha	University of South Australia, Australia
Kristian J. Sund	Roskilde University, Denmark
Imogen E. Weigall	University of South Australia, Australia
Randall Westgren	University of Missouri, USA
David A. Whetten	Brigham Young University, USA