




NEW HORIZONS IN MANAGERIAL  
AND ORGANIZATIONAL COGNITION

**METHODOLOGICAL  
CHALLENGES  
AND   
ADVANCES IN  
MANAGERIAL AND  
ORGANIZATIONAL  
COGNITION**

EDITED BY  
**ROBERT J. GALAVAN**  
**KRISTIAN J. SUND**  
**GERARD P. HODGKINSON**

# **Methodological Challenges and Advances in Managerial and Organizational Cognition**

*This page intentionally left blank*

New Horizons in Managerial and  
Organizational Cognition

# **Methodological Challenges and Advances in Managerial and Organizational Cognition**

Edited By

Robert J. Galavan  
*Maynooth University, Ireland*

Kristian J. Sund  
*Roskilde University, Denmark*

Gerard P. Hodgkinson  
*The University of Manchester, UK*



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

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

First edition 2018

Copyright © 2018 Emerald Publishing Limited

**Reprints and permissions service**

Contact: [permissions@emeraldinsight.com](mailto: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: 978-1-78743-677-0 (Print)

ISBN: 978-1-78743-676-3 (Online)

ISBN: 978-1-78743-842-2 (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

List of Contributors		vii
CHAPTER 1	<b>Exploring Methods in Managerial and Organizational Cognition: Advances, Controversies, and Contributions</b> Gerard P. Hodgkinson, Kristian J. Sund and Robert J. Galavan	1
CHAPTER 2	<b>Modeling Affect and Cognition: Opportunities and Challenges for Managerial and Organizational Cognition</b> Mark P. Healey, Mercedes Bleda and Adrien Querbes	23
CHAPTER 3	<b>An Open-Ended Interview Approach for Studying Cognition and Emotion in Organizations</b> Timo O. Vuori	59
CHAPTER 4	<b>Methodological Issues in Leadership Training Research: In Pursuit of Causality</b> Robin Martin, Olga Epitropaki and Laurie O'Broin	73
CHAPTER 5	<b>Policy-Capturing: An Ingenious Technique for Exploring the Cognitive Bases of Work-Related Decisions</b> Karen Nokes and Gerard P. Hodgkinson	95
CHAPTER 6	<b>To Grasp Cognition in Action, Combine Behavioral Experiments with Protocol Analysis</b> Charlotte Reypens and Sheen S. Levine	123

CHAPTER 7	Causal Mapping in Practice with CMAP3 Mauri Laukkanen	147
CHAPTER 8	Quantitative Measures of Cognitive Map Structure: Probability Distributions Derived by Monte Carlo Simulation Gail P. Clarkson and Mike A. Kelly	175
CHAPTER 9	Re-Examining What We “Anticipate” in a Constructed World Robert P. Wright	219
CHAPTER 10	Neuroscience Methods: A Framework for Managerial and Organizational Cognition Sebastiano Massaro	241
CHAPTER 11	How Do Managers Really Think? Using Think Aloud and fMRI to Take a Closer Look at Managerial Cognition Daniella Laureiro-Martinez	279
CHAPTER 12	Rolling the Dice: What Methodological Choices Maximize Chances for Publication in Premier Strategic Management Journals? Xinran Wang and Rhonda K. Reger	315
	Author Biographies	345
	Index	353

# List of Contributors

<i>Mercedes Bleda</i>	The University of Manchester, UK
<i>Gail P. Clarkson</i>	The University of Leeds, UK
<i>Olga Epitropaki</i>	Durham University, UK
<i>Robert J. Galavan</i>	Maynooth University, Ireland
<i>Mark P. Healey</i>	The University of Manchester, UK
<i>Gerard P. Hodgkinson</i>	The University of Manchester, UK
<i>Mike A. Kelly</i>	Mandrake Technology, UK
<i>Mauri Laukkanen</i>	University of Eastern Finland, Finland
<i>Daniella Laureiro-Martinez</i>	ETH Zurich, Switzerland
<i>Sheen S. Levine</i>	The University of Texas at Dallas, USA
<i>Robin Martin</i>	The University of Manchester, UK
<i>Sebastiano Massaro</i>	The University of Warwick, UK
<i>Karen Nokes</i>	The University of Manchester, UK
<i>Laurie O'Broin</i>	University of Surrey, UK
<i>Adrien Querbes</i>	The University of Manchester, UK
<i>Rhonda K. Reger</i>	University of Missouri, USA
<i>Charlotte Reypens</i>	The University of Warwick, UK
<i>Kristian J. Sund</i>	Roskilde University, Denmark
<i>Timo O. Vuori</i>	Aalto University, Finland
<i>Xinran Wang</i>	University of Missouri, USA
<i>Robert P. Wright</i>	Hong Kong Polytechnic University, China