

Contents

Acknowledgments ix

Part I. Applying Impression Management to Organizations: An Orientation

1. From Extreme to Mainstream:
Applied Impression Management in Organizations
PAUL ROSENFELD and ROBERT A. GIACALONE 3
2. Applying Impression Management to Create
Productive Self-Fulfilling Prophecy at Work
DOVE DEN 13
3. The Management of Shared Meaning in Organizations:
Opportunism in the Reflection of
Attitudes, Beliefs, and Values
*GERALD R. FERRIS, THOMAS R. KING,
TIMOTHY A. JUDGE, and K. MICHELE KACMAR* (41)

Part II. Human Resources and Careers

4. Impression Management and Career Strategies
DANIEL C. FELDMAN and NANCY R. KLICH 67

5. Performance Appraisal: The Means, Motive, and Opportunity to Manage Impressions <i>PETER VILLANOVA and H. JOHN BERNARDIN</i>	81
6. Impression Management and Exit Interview Distortion <i>ROBERT A. GIACALONE, STEPHEN B. KNOUSE, and D. NEIL ASHWORTH</i>	97
Part III. Negotiation, Conflict, and Justice	
7. Establishing Fairness in the Eye of the Beholder: Managing Impressions of Organizational Justice <i>JERALD GREENBERG, ROBERT J. BIES, and DON E. ESKEW</i>	111
8. Impression Management in Negotiations <i>JAMES A. WALL, JR.</i>	133
9. Impression Management and Organizational Conflict <i>M. AFZALUR RAHIM and GABRIEL F. BUNTZMAN</i>	157
Part IV. Diversity: Gender and Cultural Applications	
10. Start With a Rational Group of People . . . : Gender Effects of Impression Management in Organizations <i>LAURIE LARWOOD</i>	177
11. Cultural Influences on Modes of Impression Management: Implications for the Culturally Diverse Organization <i>MICHAEL HARRIS BOND</i>	195
Part V. Communication and Conformity Applications	
12. Symbolic Communication and Image Management in Organizations <i>GAIL S. RUSS</i>	219
13. Conformity: A Subtle Means of Impression Management <i>DAVID A. RALSTON and PRISCILLA M. ELSASS</i>	241

Part VI. Impression Management: Looking to the Future

14. Future Directions: Toward a Model for Applying
Impression Management Strategies in the Workplace

MARK J. MARTINKO

259

Name Index

278

Subject Index

285

About the Authors

288