

**DANA B. MINBAEVA**

Copenhagen Business School  
Kilevej 14, 2.74, Copenhagen Frederiksberg  
2000 Denmark  
Tel. (45) 38152527 (office), 22482343 (mobile)  
Fax (45) 38153035  
Email [dm.smg@cbs.dk](mailto:dm.smg@cbs.dk)

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**PERSONAL**

Date of birth: November 30, 1970  
Nationality: Kazakhstan  
Residence: Denmark  
Languages: English (fluent), Russian (fluent), Kazakh (native), Danish (average)  
Marital status: Married, one child

**EDUCATION**

Ph.D., Economics and Business Administration, Copenhagen Business School, 2004  
MBA, KIMEP, 1996  
University Diploma in Mining Engineering, Karaganda Polytechnic Institute, 1993

**Non-degree education**

Participant-Centered Learning, Harvard Business School, USA, 2007  
Nordic IB Doctoral Program, Copenhagen Business School, Denmark; Stockholm School of Economics, Sweden; BI, Norway; Uppsala University, Sweden: HANKEN, Finland, 2001-2002  
Pre-Doctoral Studies, HEC, France, 1999  
International Summer University, Vienna University, Austria, 1999  
Cand.Merc./M.Sc., Copenhagen Business School, Denmark, 1997-1998

**RESEARCH AREAS**

Strategic International Human Resource Management  
Human Capital Analytics  
HR's role in global strategy making and implementation  
Knowledge sharing and transfer in multinational corporations

**ACADEMIC APPOINTMENTS**

Department of Strategic Management and Globalization, Copenhagen Business School, Denmark  
2012 – present: Professor in Strategic and Global HRM  
2008 – 2012: Associate Professor in Strategic HRM

2006 – 2008: Assistant Professor

Department of Intercultural Communication and Management, Copenhagen Business School, Denmark

2005 – 2006: Assistant Professor

Department of Sociology, Copenhagen University, Denmark

2004 – 2006: External Lecturer (part-time)

Department of Social Science, Roskilde University, Denmark

2004-2006: External Lecturer (part-time)

Department of International Economics and Management, Copenhagen Business School, Denmark

2000 – 2004: Ph.D. Student

Department of Business Administration, KIMEP, Kazakhstan

1998 – 2000: Senior Lecturer in Management

1996 – 1998: Lecturer

### **Visiting positions**

2012: HEC Montreal, Canada

2010: Auckland University, New Zealand

2010: Victoria University, Australia

2009: University of Limerick, Ireland,

2001: Cranfield University School of Management, the UK

### **ADMINISTRATIVE EXPERIENCE**

Copenhagen Business School, Denmark

2018 – present: Vice-President for International Affairs at CBS

2014 – present: Founder and Director of Human Capital Analytic Group at CBS

2009-2017: Head of the Ph.D. School in Economics and Management

2015-2016: Member of the CBS-Wide Appointment Committee (CWAC)

2008-2012: Member of the Study Board for M.Sc. in International Business and Politics

2005-2006: Intercultural Management Line Coordinator, M.Sc. in Business, Language and Culture

KIMEP, Kazakhstan

1998 – 2000: Associate Chairperson of Business Administration Department

1996 – 1997: KIMEP Evening Program Director

### **CONSULTING/EXECUTIVE EDUCATION EXPERIENCE**

Copenhagen Business School: Full Time MBA “Human Resource Management”, Global EMBA “Organizational Behavior and HRM”, executive education “Human Capital Analytics”, Executive MBA

Stockholm School of Economics: Executive MBA “Human Resource Management”

ESMT Berlin: executive education “Human Resource Management”

Northern Institute of Technology Management: executive education “Human Resource Management”

LMU Munchen: executive education “Human Resource Management”

Baltic Management Institute: Executive MBA “Human Resource Management”

KIMEP: Executive MBA “Strategic Management and Business policy”

McGill University/Southern Alberta Institute of Technology –Kazakhstan (SAIT): executive and senior management training courses “Essential Management Skills”, “Strategic Planning”, “Human Resource Management”, “Performance Appraisal”, “Compensation Management”, “Training for Trainers”, etc.

Chr.Hansen: Organizational Audit for Global People and Organization; Global HR Strategy 2008-2010

T&B Consult – Social Science Consulting: international projects’ monitoring and evaluating, background studies for CIS countries.

Copenhagen Business School, University of Copenhagen, South Denmark University: pedagogical courses in “Case-Based Teaching” and “Teaching in Multicultural Classrooms”

## **INDUSTRY/BUSINESS EXPERIENCE**

“Guzeev & Co”, private firm, Almaty, Kazakhstan

1994: General Manager

“Feniks”, private firm, Karaganda, Kazakhstan

1993-1994: Account Manager

1993: Office Manager

## **Internships**

1995: State Management Department, Cabinet of Ministries of the Republic of Kazakhstan, Almaty, Kazakhstan

1992: Technological Department, Mining Enterprise “60 let Oktyabrya”, Karaganda, Kazakhstan

1991: Technological Department, Mining Enterprise “Kazakhstanskaya”, Karaganda, Kazakhstan

## **AWARDS AND RECOGNITION**

FUHU Teaching Award 2006 (CBS Best Teacher of the Year)

Tietgen Prize 2008 (for the exceptional research efforts)

JIBS Decade Award 2013 (the most influential paper published in the *Journal of International Business Studies* ten years prior)

Jorck Fond’s Research Prize 2014 (National Research Excellence)

DSEB Research Dissemination Prize 2016

MBA Best Teacher Award, 2017

## PUBLICATIONS

### Articles in refereed journals (published and forthcoming)

1. Minbaeva, D., Pedersen, T., Bjorkman, I., Fey, C., and Park, H. (2003). MNC Knowledge Transfer, Subsidiary Absorptive Capacity and HRM, *Journal of International Business Studies*, 34(6), pp. 586-599. Reprinted in *Journal of International Business Studies*, 45(1), pp. 38-51
2. Minbaeva, D. and Michailova, S (2004). Knowledge Transfer and Expatriation Practices in MNCs: The Role of Disseminative Capacity, *Employee Relations*, 26(6), pp. 663-679.
3. Minbaeva, D. (2005). HRM Practices and Knowledge Transfer. *Personnel Review*, 35(1), pp.125-144.
4. Minbaeva, D. (2007). Knowledge Transfer in Multinational Corporations. *Management International Review*, 47(4), pp. 567-594.
5. Minbaeva, D., Hutching, K. and Thomson, B. (2007) Hybrid Human Resource Management in Post-Soviet Kazakhstan. *European Journal of International Management*, 1(4), pp. 350-371.
6. Minbaeva, D. (2008) HRM Practices Affecting Extrinsic and Intrinsic Motivation of Knowledge Receivers and Their Effect on Intra-MNC Knowledge Transfer. *International Business Review*, 17(6), pp. 703-713
7. Minbaeva, D., Foss, N. and Snell, S. (eds) (2009). Bringing Knowledge Perspective into HRM. Introduction to the Special Issue. *Human Resource Management*, 48(4), 477-483
8. Navrbjerg, S. and Minbaeva, D. (2009) HRM and IR in Multinational Corporations: Uneasy Bedfellows? *International Journal of Human Resource Management*, 20(8), pp.1720-1736
9. Foss, N., Minbaeva, D., Pedersen, T. and Reinholt, M. (2009) Encouraging Knowledge Sharing among Employees: How Job Design Matters. *Human Resource Management*, 48(6), pp. 871-893.
10. Minbaeva, D. and Pedersen, T. (2010) What Drives Knowledge Sharing Behavior of Individuals? *International Journal of Strategic Change Management*, 2(2/3), pp. 200-222.
11. Gooderham, P., Minbaeva, D. and Pedersen, T. (2011) Governance Mechanisms for the Promotion of Social Capital for Knowledge Transfer in Multinational Corporations. *Journal of Management Studies*, 48(1), pp. 123-150
12. Minbaeva, D. and Muratbekova-Touron, M. (2011) Experience of Canadian and Chinese Acquisitions in Kazakhstan. *International Journal of Human Resource Management*, 22(14), pp. 2946–2964
13. Michailova, S. and Minbaeva, D. (2012) Organizational Values and Knowledge Sharing Behavior in MNCs. *International Business Review*, 21, pp. 59-70
14. Minbaeva, D., Mäkelä, K. and Rabbiosi, L. (2012) HRM System Outcomes and Knowledge Sharing: The Mediating Effect of Individual Motivation and Behavior. *Human Resource Management*, 51(3), pp. 387-405
15. Husted, K., Michailova, S., Minbaeva, D. and Pedersen, T. (2012) Knowledge Sharing Hostility and Governance Mechanisms: Empirical Test. *Journal of Knowledge Management*, 16(5), pp. 754-773
16. Minbaeva, D. and Collings, D. (2013) Seven Myths of Global Talent Management. *International Journal of Human Resource Management*, 24(9), pp. 1762-1776
17. Minbaeva, D. and Muratbekova-Touron, M. (2013) Clanism: Definition and Implications for Human Resource Management. *Management International Review*, 53(1), pp. 109-139
18. Minbaeva, D. and Muratbekova-Touron, M. (2013) Brain Drain. *Harvard Business Review Russia*, August

19. Käse, R., King, Z. and Minbaeva, D. (eds.) (2013) Introduction to the Special Issue on “Using Social Network Research in HRM”. *Human Resource Management*, 52(4), pp. 473-483
20. Andersen, T. and Minbaeva, D. (2013) Human Resources in Strategy Making. *Human Resource Management*, 52(5), pp. 809-827
21. Minbaeva, D. (2013) Strategic HRM in Building Micro-Foundations of Organizational Knowledge-Based Performance. *Human Resource Management Review*, 23(4), pp. 378-390
22. Minbaeva, D., Pedersen, T., Bjorkman, I., & Fey, C. (2014). A retrospective on: MNC Knowledge Transfer, subsidiary absorptive capacity and HRM. *Journal of International Business Studies*, 45(1), pp. 52-62
23. Andreeva, T., Festing, M., Minbaeva, D. and Muratbekova-Touron, M. (2014) The Janus Faces of IHRM in Russian MNEs – and Institutional Perspective. *Human Resource Management*, 53(6), 967-868
24. Minbaeva, D. (2016) Contextualizing the individual in international management research: Black boxes, comfort zones and A future research agenda. *European Journal of International Management*, 10(1): 95-104
25. Edwards, T., Sanchez-Mangas, R., Jalette, P, Lavelle, J., and Minbaeva, D. (2016) Comparing the HR Practices of US-owned and Indigenous MNCs: Evidence from Five Countries. *Journal of International Business Studies*, 47(8): 997–1021
26. Minbaeva, D. and Navrbjerg, S. (2016) (Un)predictable factor: The Role of Social Capital in Subsidiaries’ Take-Overs. *Journal of Organizational Effectiveness, People and Performance*, 10(1): 95-104
27. Minbaeva, D. and Straub-Baer, A. (2016) Global Leadership as a Driver of Corporate Coherence. *Danish Journal of Management and Business*, 80(1): 113-130
28. Minbaeva, D. (2017) Human Capital Analytics: Why Aren’t We There? Introduction to the Special Issue. *Journal of Organizational Effectiveness, People and Performance*, 4(2): 110-118
29. Minbaeva, D. (2018) Building a Credible Human Capital Analytics for Organizational Competitive Advantage. *Human Resource Management*, 57(3): 701-713
30. Minbaeva, D., & Santangelo, G. (2018). Boundary spanners and knowledge sharing in MNE: The individual perspective. *Global Strategy Journal*, 8(2): 220-241.
31. Butler, C., Minbaeva, D., Makela, K., Maloney, M., Nardon, L., Paunova, M., Zimmermann, A. (2018) Towards a Strategic Understanding of Global Teams and their HR Implications: An Expert Dialogue. Forthcoming in *The International Journal of Human Resource Management*
32. Minbaeva, D., Park, C., Vertinsky, I. and Cho, Y. (2018). Disseminative capacity and knowledge acquisition from foreign partners in international joint ventures. Forthcoming in *Journal of World Business*
33. Inkpen, A., Minbaeva, D. and Tsang, E. Point-Counterpoint on Knowledge Leakage. Forthcoming in *Journal of International Business Studies*
34. Minbaeva, D., Rabbiosi, L. and Stahl, G. Mitigating the Adverse Effects of Perceived Values Gaps on Subsidiary Employees. Forthcoming in *Journal of World Business*
35. Stjerne, I., Söderlund, J. and Minbaeva, D. Crossing Times: Temporal Tensions and Temporal Boundary Spanning Practices in Interorganizational Projects. Forthcoming in *International Journal of Project Management*

### Articles under review

36. Hotho, J., Minbaeva, D., Muratbekova-Touron, M. and Rabbiosi, L. Coping with Favoritism in Recruitment and Selection: A Communal Perspective. Received “That’s Interesting!” award at the 2013 Academy of International Business. Revise and resubmit from *Journal of Business Ethics*
37. Ledeneva, A., Minbaeva, D., Muratbekova-Touron, M., Horak, S. Building Blocks of Informal Institutions. Under review in *Journal of International Business Studies*

### In preparation for submission

38. Andersson, U., Brewster, C., Minbaeva, D., Narula, R. and Wood, G. International Business and International HRM: What can they learn from each other? To be submitted to *Journal of World Business*
39. Hong, H-J. and Minbaeva, D. Multiculturals as Strategic Human Capital Resources in Multinational Enterprises. To be submitted to *Journal of International Business Studies*
40. Minbaeva, D., Muratbekova-Touron, M., and Zamantili Nayir, D. Individual Responses to Institutional Pressures in Hybrid Contexts. To be submitted to *Management and Organizational Review*
41. Minbaeva, D. and Stjerne, I. Strategic Relational HR. To be submitted to *Human Resource Management*
42. Minbaeva, D. Theoretical Origins of Human Capital Analytics: From Phenomenon-Based Research to Theory Development. To be submitted to *Academy of Management Perspectives*

### Book chapters

43. Minbaeva, D. (2007) HRM Practices and Knowledge Transfer in MNCs. In O’Sullivan, K. (ed.) *Knowledge Management in Multinational Organizations*, pp. 1-27.
44. Morley, M., Minbaeva, D. and Michailova, S. (2012; 2016) The Transition States of Central and Eastern Europe and the Former Soviet Union. In Brewster, C. and Mayrhofer, W. (Eds), *Handbook of Research in Comparative Human Resource Management*. Cheltenham: Edward Elgar Publishing. Pp. 550-575.
45. Björkman, I., Pucik, V., Evans, P. and Minbaeva, D. (2014, 2018) Managing Knowledge in Multinational Firms. In Harzing, A.-W. and Pinnington, A. (Eds.) *International Human Resource Management*.
46. Minbaeva, D. and De Cieri, H. (2014) Strategy and International HRM. In D. G. Collings, G. Wood & P. Caligiuri (Eds.) *The Routledge Companion to International Human Resource Management*.
47. Minbaeva, D. (2014) IHRM and Knowledge Management in MNCs. In D. G. Collings, G. Wood & P. Caligiuri (Eds.) *The Routledge Companion to International Human Resource Management*.
48. Reiche, S. and Minbaeva, D. HRM in Multinational Corporations, SAGE Handbook of HRM, 2<sup>nd</sup> edition
49. Minbaeva, D. et al Talent Management in Denmark
50. Minbaeva, D. HRM in Emerging Markets
51. Minbaeva, D. and Vardi, S. Global Talent Management Analytics
52. Huselid, M. and Minbaeva, D. Big Data and Human Resource Management
53. Collings, D. and Minbaeva, D. Talent Management

### Cases

Tokyo Jane, IVEY Publishing, 2014

The Acquisition Experiences of KazOil, The Case Center, 2015

CSE, IVEY Publishing, 2017

Cook with Locals, IVEY Publishing, 2017

Chr. Hansen: From a Danish Personnel Department of 1965 to Global State-of-the-Art HR Organization of 2007. Available on request

Networks for Knowledge Sharing at Rambøll. Available on request

Diversity in Novo Nordisk. Available on request

### **Reports**

"Foreign Staff Retention", Copenhagen Business School, 2006. Upon the request

"Employment Practices of Multinationals", Results Report, 2011. Upon the request

"Multicultural Classroom", Copenhagen Business School, 2011. Upon the request

"Employee Engagement Surveys: The use and usefulness", 2015. ISBN-13: 9788793226111. Available for download at [www.saxo.com](http://www.saxo.com)

"Skills Gap in Denmark: Investigation of Børsen's Top 1000", 2016. ISBN-13: 9788793226159. Available for download at [www.saxo.com](http://www.saxo.com)

### **Media**

"Dansk HR taber til udenlandske virksomheder" and "Danske selskaber anvender flere danske ledere i udlandet", Børsen Executive, January 13 2012

"Intern kommunikation: Multinationale selskaber bedst", Executive Magazine, week 3-4 2012

"Seven Myths of Global Talent Management", International HR Advise Magazine, Summer 2013, with David Collings.

"Stop Guessing – Start Knowing! On the Importance of Asking the Right Questions and Taking Responsibilities", Dansk HR, February 2014

"Sådan bruger du dine medarbejder-data", Lederne, October 2015

"Management Makeovers Bring In Peer Reviews for Pay", Financial Times, March 2016

### **PROFESSIONAL SERVICE**

Associate Editor, Human Resource Management, 2014-2018

Area Editor, Cross-Cultural and Strategic Management, 2017-2018

Senior Editor, Management and Organization Review, 2016-2018

### **Editorial Boards**

Academy of Management Review; Journal of International Business Studies; Journal of Management; Journal of World Business; and Journal of Organizational Effectiveness, People and Performance

### **Chair**

Track Chair, the 2012 World Congress of the International Federation of Scholarly Associations of Management

Chair, EIASM Workshop on Strategic Human Resource Management, 2013, 2014, 2015, 2016, 2017

Track Chair “Organization, management and human resources of the MNE”, the Academy of International Business, 2014

Track Chair “International Human Resource Management”, the European International Business Academy, 2014, 2017

Track Chair “Global Leadership and Talent Management”, the Academy of International Business, 2016

Track Chair “HRM and Cross-Cultural Management”, the European International Business Academy, 2017

Track Chair “International and Global Skills Management”, the AIB-UK, 2018

### **Boards and Committees**

The WAIB Award Committee at the Academy of International Business, 2012, 2015

Junior Faculty Consortium at the Academy of International Business, 2013

The International HRM Scholarly Research Award Committee for the HR Division at the Academy of Management, 2013, 2014, 2017

The CBS Young Scholar Prize at the European International Business Academy, 2013, 2014, 2015

Best Convention Paper Award Committee, HR Division, the Academy of Management, 2014

The Ralph Alexander Dissertation Award Committee, HR Division, the Academy of Management, 2014

HR Division Executive Committee, the Academy of Management, 2016-2019

HR Division HR Ambassador for Denmark, 2014 -

Representative at Large, Strategic Management Society, Human Capital Group, 2016 -

National Representative, Board member, European International Business Academy, 2018 -

### **DOCTORAL EDUCATION**

#### **Ph.D. students' supervision**

Rikke Kristine Nielsen, Department of Management, Politics and Philosophy, Copenhagen Business School. Secondary supervisor. Graduated 2014.

Sanne Moller, Department of Management, Politics and Philosophy, Copenhagen Business School. Secondary supervisor. Graduated 2015.

Dana Ott, Department of Management and International Business, the University of Auckland Business School. Secondary supervisor.

Maibrith Kempka Jensen, Department of Strategic Management and Globalization, Copenhagen Business School. Third supervisor.

Sara Vardi, Department of Strategic Management and Globalization, Copenhagen Business School. Primary supervisor.

#### **Doctoral committees**

Mathias Höglund, “Microfoundations of HRM Effects: Individual and Collective Attitudes and Performance”, HANKEN, Finland, 2011



Christina Jayne Colclough, "Building Social Capital: A Joint Venture between Management and Employees in a Danish MNC", University of Copenhagen, Denmark, 2012

Hayatti Abdul Jalal, "Exploring employees' perceptions of their capability and success of sharing knowledge: implications for HRM", Massey University School of Management, New Zealand, 2012

Ieva Martinkenaite-Pujanauskienė, "Evolutionary and Power Perspectives on Headquarters-Subsidiary Knowledge Transfer: The Role of Disseminative and Absorptive Capacities", BI, Norway, 2015

Adis Murtic, "Absorptive Capacity and Knowledge Transfer", Stockholm School of Economics, Sweden, 2015

Abby Jingzi Zhou, "Enhancing Cross-Cultural Knowledge Transfer between HQs and Subsidiaries in Advanced and Emerging Economies", University of Nottingham Ningbo, China, 2016

Annamaria Kubovcikova, "At the Crossroads: Searching for New Avenues in Contextualized Expatriate Research", Aarhus University, Denmark, 2016

Sofia John, "From the Employee Perspective: Understanding the Antecedents of Employees' Perceptions and Identification in the MNC Context", HANKEN, Finland, 2017

Farah Yeasmine Shakir, "Amidst Darkness Light Persists: An Identity Approach Towards Managing Cultural Differences within International Business", IESE Business School, Spain, 2017

#### **Doctoral consortium**

HR Doctoral Consortium, HR Division, Academy of Management, 2011-2017

John H. Dunning Doctoral Tutorial in International Business at the European International Business Academy, 2013, 2016, 2017

#### **PROFESSIONAL AFFILIATION**

Academy of Management, member of HR Division Executive Board, HR Ambassador for Denmark

Academy of International Business, mentor in WAIB

Strategic Management Society, representative at large for Human Capital Interest Group

European International Business Academy

#### **EXTERNAL FUNDRAISING**

Hedorf: DKK 25,000 (2007)

Det Frie Forskningsråd/ Samfund og Erhverv (FSE): DKK 1,606,700 (2009)

Marie Curie International Research Staff Exchange Scheme: EURO 7,600 (2009)

Otto Mønsted: annually for participation in international conferences; DKK 210,000 for visiting professorship (2014)

Shell: DKK 100,000 for Human Capital Analytics Group (2014)

Novo Nordisk: DKK 500,000 for Human Capital Analytics Group (2015-2016)

Expert Panel: DKK 90,000 for Human Capital Analytics Group (2015)

Dansk Industri: DKK 800,000 for Human Capital Analytics Group (2016)

Grundfos: DKK 250,000 for Human Capital Analytics Group (2017)

TDC: DKK100,000 for Human Capital Analytics Group (2018)