

## **Minna Marinova PAUNOVA**

Associate Professor, Department of Management, Society and Communication  
Program Director, Business Language and Culture  
Copenhagen Business School  
[mp.msc@cbs.dk](mailto:mp.msc@cbs.dk)

*Research interests:* diversity, especially cultural and national, small group dynamics, leadership, intercultural and cross-cultural management, migration and integration, healthcare

*Languages:* Bulgarian (native), English (fluent), Spanish (fluent), Danish (upper intermediate; PD3 certificate); Russian (basic)

### EDUCATION

- PhD in Management (*cum laude*), IESE Business School, Barcelona (11 July 2013)
- Master of Research in Management, IESE Business School, Barcelona (2008–2010)
- Bachelor in Economics, University of National and World Economy, Sofia and St. Louis University, Madrid (2003–2007)

### ACADEMIC EMPLOYMENT

- Associate professor of Cross-Cultural Management & Communication, Copenhagen Business School (since Sep 2017)
- Assistant professor, Copenhagen Business School (Sep 2014–Aug 2017)
- Postdoctoral researcher, DTU Management Engineering, Technical University of Denmark (Jul 2013–Aug 2014)
- Research fellow, Center for Global Leadership, University of California Irvine (Jun–Aug 2011)

### PERIODS OF LEAVE

- On parental leave 30 July 2018—6 May 2019 (40 weeks)
- On parental leave 08 June 2020—28 February 2021 (38 weeks)

### RESEARCH & EDUCATION MANAGEMENT, CBS

- Program director, *Business, Language and Culture* (BSc and MSc) (since Sep 2021)
- Vice program director, *Business, Language and Culture* (BSc and MSc) (2019–2021)
- Coordinator, *Leadership and the Professions* research cluster, *Diversity and Difference* CBS-wide platform (since 2018)
- Main PhD supervisor: Sarosh Asad, *Top management team diversity and CEO narcissism* (Dec 2021)
- PhD committee member: Maria Lundberg (2018), Lise Dahl Arvedsen (2020), Tali Padan (exp. 2022), Elisabet Skov Nielsen (exp. 2024)
- Mentor, CBS *Cross-Departmental Mentor Programme* (since 2017)
- Ambassador for *Responsible Management Education*, BA European Business (2016—2020)
- Coordinator, *Communication, Organization and Governance* Research Cluster, department of Management, Society and Communication (2017—2018\* / \*parental leave)
- Member of study board, *BA English and Organizational Communication* (2016—2018\*)

### SELECTED INTERNATIONAL PROFESSIONAL SERVICE

- Convenor of biennial sub-theme at *European Group for Organization Studies*
  - “Organizing for multiculturalism: Between conflict and inclusion”, Cagliari 2023
  - “Organizing for inclusion in the age of nationalism”, Amsterdam 2021
  - “Societies and organizations to the test of migration and multiculturalism”, Edinburgh 2019
- Member, *Global Committee of the Organizational Behavior Division*, AOM (since 2017)
  - Organizer, “Publishing in top international journals: Why and how?” (annual PDW)
  - Participant in other PDWs such as “Finding a Job in Europe”, organizer of two sessions for the thematic conference in Mexico City, and others
- Editorial board member: *Human Resource Management Journal* (since 2019), *Proceedings of BAS–Humanities & Social Sciences*, Bulgarian Academy of Sciences (since 2017), *Advances in Global Leadership*, Emerald (since 2016), *Academy of Management Review* (2017—2020), *Thunderbird International Business Review* (2016—2019)

## AWARDS & HONORS

- Global Leadership and Organizational Behavior Effectiveness (GLOBE), Certificate of Excellence in Cross-Cultural Research (for data collection efforts in Denmark and Bulgaria) (2020)
- AOM Best Paper Proceedings: IM Division (2021), HCM Division (2017)
- AOM Showcase Symposium / Best International Symposium (finalist) (2018, 2013, 2013)
- Top Papers Published in 2017, Human Relations (2017)
- Global Leadership Advancement Center Best Dissertation (winner), San Jose State Univ. (2014)
- AOM Emerald Best International Dissertation (finalist) (2014)
- AOM Barry M Richman Dissertation Award (finalist) (2014)
- EIASM Best Paper (winner), 11th Workshop on International Management (2013)
- AOM Reviewer Awards, OB and IM Divisions

## MEDIA COVERAGE, INTERVIEWS, AND INVITED TALKS

- *Cultural intelligence in the workplace*, British Chamber of Commerce (Copenhagen, June 2019)
- *Arbejdsgiverne skal tage mere ansvar for at integrere nydanskere*, Information (5 Sep 2018)
- *Minna Paunova discusses her article*, SAGE, <https://youtu.be/WsenHBQ7Huo> (June 2018)
- *Leading today* (invited talk), OECD Forum (Paris, France) (May 2018)
- *Diversity and creativity* (invited talk), DONG Energy (Virum, Denmark) (Oct 2017)
- *Managing multicultural teams: What you should know*, Forbes India–Global (8 Feb 2017)
- *Three tips to help multicultural teams succeed*, Eurasia Review (6 Jan 2017)
- *Experts in the area of promoting integration*, Migration Research Catalogue (May 2016)
- *An international cocktail* (interview), Vattenfall Magazine (in multiple languages) (May 2016)
- *Team-based global organizations: Goodbye to hierarchy-based organizing*, Strategic Direction 32/3
- *How nationality shapes social status* (invited talk), TEDxBG (Sofia, Bulgaria) (May 2014)

## PUBLICATIONS

### PEER-REVIEWED JOURNAL ARTICLES

1. **Paunova, M.** & Li-Ying, J. (in press). Interactive effects of self-concept and social context on perceived cohesion in intensive care nursing. *Applied Psychology*. <https://doi.org/10.1111/apps.12377>
2. Lauring, J., Butler, C., **Paunova, M.**, Uman, T., & Zander, L. (in press). Openness towards language differences and cultural differences in multicultural teams: How do they interact? *European Journal of International Management*. <https://doi.org/10.1504/ejim.2021.10035139>
3. Butler, C. L., Minbaeva, D., Mäkelä, K., Maloney, M. M., Nardon, L., **Paunova, M.**, & Zimmermann, A. (2018). HRM implications of global teams for international organizations: An expert dialogue. *International Journal of Human Resource Management*, 29(14), 2209-2229. <https://doi.org/10.1080/09585192.2018.1428720>
4. Lee, Y-t., & **Paunova, M.** (2017). How learning goal orientation fosters leadership recognition in self-managed teams: A two-stage mediation model. *Applied Psychology*, 66(4), 553-576. <http://dx.doi.org/10.1111/apps.12101> (Note: authors contributed equally)
5. **Paunova, M.** (2017). Who gets to lead the multinational team? An updated status characteristics perspective. *Human Relations*, 70(7): 883-907. <http://dx.doi.org/10.1177/0018726716678469>
  - Top Papers Published in 2017. A video the publisher posted to mark this can be found here: <https://www.youtube.com/watch?v=WsenHBQ7Huo>
6. Li-Ying, J., **Paunova, M.**, & Egerod, I. (2016). Knowledge sharing behavior and intensive care nurse innovation: The moderating role of control of care quality. *Journal of Nursing Management*, 4(7), 943-953. <http://dx.doi.org/10.1111/jonm.12404>
7. **Paunova, M.** (2015). The emergence of individual and collective leadership in task groups: A matter of achievement and ascription. *The Leadership Quarterly*, 26(6), 935-957. <http://dx.doi.org/10.1016/j.leaqua.2015.10.002>
8. **Paunova, M.** (2007). How to characterise and evaluate the culture of an organisation. *Economic Alternatives*, 6(83): 111–121. (in Bulgarian) <http://alternativi.unwe.bg/alternativi/br21/9.pdf>
9. **Paunova, M.** (2007). Emotional intelligence and labor performance: Findings, expectations and delusions. *Panorama of Labor: A Review of Labor and Social Relations*, 2/2007: 45–52. (in Bulgarian)

### CHAPTERS IN EDITED VOLUMES

10. **Paunova, M.** (accepted). Principlism in practice: Ethics in survey research. In L. Ford & T. A. Scandura (eds.): SAGE Handbook of Scale Development and Application.

11. **Paunova, M.** & Blagoev, B. (2021). Globalization and employee turnover: The case of Bulgaria. In D. G. Allen & J. M. Vardaman (eds.): *Global Talent Retention* (pp. 87-108). Emerald Group Publishing Limited. <https://doi.org/10.1108/978-1-83909-293-020211005>
12. Holck, L. & **Paunova, M.** (2021). Turnover in Denmark: Between ‘flexicurity’ and collective voice. In D. Allen, J. Vardaman, D. Collings, V. Vaiman (eds.): *Global Talent Retention* (pp. 191-212). Emerald Group Publishing Limited. <https://doi.org/10.1108/978-1-83909-293-020211010>
13. **Paunova, M.** (2020). Diversity as heterogeneity and inequality: The case of nationality. In S. N. Just, A. Risberg, & F. Villèseche (eds.): *The Routledge Companion to Researching Organizational Diversity*. (pp. 107-121). Routledge. <https://doi.org/10.4324/9780429265716-11>
14. **Paunova, M.** & Lee, Y-t. (2016). Collective global leadership in self-managed multicultural teams: The role of team goal orientation. In M. Mendenhall, J. Osland, & L. Li (eds.): *Advances in Global Leadership*, volume 9 (pp. 187-210). Emerald Group Publishing Limited. <https://doi.org/10.1108/S1535-12032016000009007>
15. Zander, L., Butler, C. L., Mockaitis, A. I., Herbert, K., Luring, J., Mäkelä, K., **Paunova, M.**, Umans, T., & Zettinig, P. (2015). Team-based global organizations: The future of global organizing. In R. Van Tulder, A. Verbeke, & R. Drogendijk (eds.): *Progress in International Business Research*, volume 10 (pp. 227-243). Emerald Group Publishing Limited. <http://dx.doi.org/10.1108/S1745-886220150000010008>

PEER-REVIEWED CONFERENCE PRESENTATIONS AND PROCEEDINGS

16. **Paunova, M.** & Blasco, M. (2021). Social exchange and reciprocal integration between migrants and locals at work. *Academy of Management Proceedings*, 2021(1): 10892
  - Best Paper Proceedings (top 10%)
17. Paunova, M., Davila, A., Allen, D. A., Ogliastri, E., Sully de Luque, M., Pacheco, P. O., Bamberger, P., & Elvira, M. (2020). Doing OB/HR research in Latin America. *Academy of Management Global Proceedings*. 2020: 149
18. **Paunova, M.** & Ehrhardt, K. (2018). Exploring multilevel issues in the integration of skilled international migrants. *Academy of Management Proceedings*, 2018(1): 11071. doi: <https://doi.org/10.5465/AMBPP.2018.11071symposium>
  - Showcase Symposium (top 10%)
  - Nominated for Best International Symposium by two Academy of Management Divisions: International Management; Gender and Diversity in Organizations
19. Macias-Alonso, I., Alkhaled, S., **Paunova, M.**, & Villeseche, F. (2018). Women, gender stereotypes, and leadership: Overcoming the negatives or accentuating the positives? *Academy of Management Proceedings*, 2018(1): 16184. <https://doi.org/10.5465/AMBPP.2018.16184symposium>
20. Wehrle, K. & **Paunova, M.** (2018). A multi-divisional perspective on what’s next in international migration and displacement research. *Academy of Management Proceedings*, 2018(1): 10523.
21. **Paunova, M.** & Li-Ying, J. (2017). Team cohesion in intensive care nursing: At the interface of nurse self-concept and unit structure. *Academy of Management Proceedings*, 2017(1): 10720. <https://doi.org/10.5465/AMBPP.2017.20>
  - Best Paper Proceedings (top 10%)
22. **Paunova, M.**, & Svejenova, S. (2017). The orchestra as a laboratory: Generative organizing for performance and learning. *Academy of Management Proceedings*, 2017(1): 10723. <https://doi.org/10.5465/AMBPP.2017.10723abstract>
23. **Paunova, M.**, & Lee, Y. (2016). Identity, status, complexity: How nationality-based categorization shapes shared leadership. *Academy of Management Proceedings*, 2016(1): 11679. <https://doi.org/10.5465/AMBPP.2016.11679abstract>
24. **Paunova, M.**, Li, Y., & Egerod, I. (2016). Knowledge sharing, control of care quality, and innovation in intensive care nursing. *Academy of Management Proceedings*, 2016(1): 10326. <https://doi.org/10.5465/AMBPP.2016.10326abstract>
25. Luring, J., **Paunova, M.**, & Butler, C. L. (2015). Openness to language and value diversity fosters multicultural team creativity and performance. *Academy of Management Proceedings*, 2015(1): 13090. <https://doi.org/10.5465/AMBPP.2015.13090abstract>
26. **Paunova, M.** (2014). Nationality divides and shared leadership in multinational teams. *Academy of Management Proceedings*, 2014(1): 13288. <https://doi.org/10.5465/AMBPP.2014.13288abstract>
  - Best Paper (winner), EIASM 11th Workshop on International Management (2013)

27. **Paunova, M.** (2014). Essays on leadership emergence in multinational teams. In: International Management (organizer), Barry M. Richman Best Dissertation Award. *Academy of Management Proceedings*, 2014(1): 19083. <https://doi.org/10.5465/AMBPP.2014.19083symposium>
28. **Paunova, M.**, Glikson, E., & Watson-Manheim, M. B. (2013). Exploring the dynamics of collocated and global multicultural teams. *Academy of Management Proceedings*, 2013(1): 11367. <https://doi.org/10.5465/AMBPP.2013.11367symposium>
  - Best International Symposium (finalist)
29. Rockstuhl, T., Ang, S., Lee, Y-t., & **Paunova, M.** (2013). Beyond international experience: Effects of cultural capital on cultural intelligence. In: M. Erez, A. Lisak, & S. Ang (organizers), The contributions of context-related global characteristics to global leadership effectiveness. *Academy of Management Proceedings*, 2013(1):13244. <https://doi.org/10.5465/AMBPP.2013.13244symposium>
  - Best International Symposium (finalist)

#### OTHER PEER-REVIEWED CONFERENCE PRESENTATIONS

30. **Paunova, M.**, Hardt, D. & Lamprinidis, S. (2021). Gender, nationality, and age effects in student evaluations of teaching. Paper presentation at the *European Group for Organizational Studies colloquium* (virtual).
31. **Paunova, M.** (2021). How do they integrate? Social exchange and reciprocal integration among migrants and locals. Agent-based models of social networks. Paper presentation at the *European Conference on Social Networks*.
32. **Paunova, M.** & Blasco, M. (2020; postponed to 2021). Social exchange and reciprocal integration between migrants and locals at work. *SCOS Conference* in Copenhagen, Denmark.
33. Blasco, M. & **Paunova, M.** (2019). Migrant integration. Paper presented at the *OMICS Conference* in Gothenburg, Sweden.
34. Zander, L., Sue-Chan, C., Lee, Y. K., **Paunova, M.**, & Young, L. V. (2017). Teamwork teaching challenges: We really do need to teach students how to work in teams. Panel presentation at *Teaching and Learning Conference (TLC@AOM)* in Atlanta, GA.
35. Blasco, M., **Paunova, M.** (2017). Who should adapt ‘at home’? Microdynamics of social exchange for reciprocal integration and a sense of belonging among migrants and hosts. Paper presentation at the *European Group for Organizational Studies colloquium* in Copenhagen, Denmark.
36. **Paunova, M.**, Holck, L., Sanden, G. R., Remke, R., Pepper, M., Kriek, D. (2017). Making a difference in global teams and organizations. Panel presentation at the *4<sup>th</sup> International Conference on Responsible Leadership: Leadership Challenges That Matter* in Pretoria, South Africa.
37. Mockaitis, A. I., Zander, L., De Cieri, H., Butler, C., Minbaeva, D., Mäkelä, K., **Paunova, M.**, Maloney, M., Zellmer-Bruhn, M., Nardon, L., Zimmermann, A. (2016). The benefits of global teams for international organizations: HR implications. Panel presentation at the *European International Business Academy* in Vienna, Austria.
38. **Paunova, M.**, & Svejenova, S. (2016). The orchestra as a laboratory: In-between organizing at *Spira mirabilis*. Paper presentation at the *European Group for Organization Studies* in Naples, Italy.
39. **Paunova, M.** (2016). Do subgroups in multinational teams help or hurt shared leadership? Paper presentation at *INGRoup* conference in Helsinki, Finland.
40. Lauring, J., **Paunova, M.**, Umans, T., Butler, C., & Zander, L. (2014). Team-based global organizations: the future of global organizing: Openness to language and value diversity fosters multicultural team creativity and performance. Paper presentation at *EIBA Annual Conference*, Uppsala, Sweden.
41. **Paunova, M.** (2014). Nationality-based subgroups and shared leadership in multinational teams. Paper presentation at JIBS Paper Development Workshop, *Academy of International Business* in Vancouver, Canada.
42. Zander, L., Mäkelä, K., Butler, C., Berdrow, I., Eisenberg, J., Lee; Y-t., **Paunova, M.**, Vodosek, M. (2013). Teaching management to the culturally aware students of today. Panel presentation at the *Teaching and Learning Conference (TLC@AOM)* in Orlando, FL.
43. **Paunova, M.**, & Rouzies, A. (2013). Identification dynamics in international joint ventures: A model of dual identification of IJV managers. Paper presentation at the *European Academy of Management* in Istanbul, Turkey.
44. **Paunova, M.** (2013). Eloquent and “more developed”: Network centrality in multinational teams as function of language ability, nationality and self-evaluations. Paper presentation at the *International Network for Social Network Analysis (Sunbelt XXXIII)* in Hamburg, Germany.

45. **Paunova, M.** (2012). Uncertainty, quality and status: An empirical examination in diverse groups. Paper presentation at the *Academy of Management* in Boston, MA.
46. Lee, Y.-t., & **Paunova, M.** (2012). Dynamics between vertical and shared leadership in multicultural teams: The role of cultural intelligence. Paper presentation at the *Society of Industrial and Organizational Psychology* in San Diego, CA.
47. **Paunova, M.**, & Lee, Y-t. (2011). A process model of leadership in self-managed multicultural teams: Empirical examination of the roles of learning goal orientation, psychological safety, and cultural intelligence. Paper presentation at the *Academy of Management* in San Antonio, TX.
48. **Paunova, M.** (2011). Identity and identification in international joint ventures: Implications for performance. Paper presentation at the *European Academy of Management* in Tallinn, Estonia.
49. **Paunova, M.** (2011). Networking: Its ethical implications. Paper presentation at the *European Academy of Management* in Tallinn, Estonia.
50. **Paunova, M.** (2011). How the strength of ties matters, if at all: A commentary on dyadic tie strength research. Paper presentation at the *European Academy of Management* in Tallinn, Estonia.
51. **Paunova, M.** (2010). Self-monitors – the effective networkers: Individual-level processes behind structural outcomes. Paper presentation at the *European Academy of Management* in Rome, Italy.

#### MONOGRAPHS, BOOKS & PRACTITIONER PUBLICATIONS

52. **Paunova, M.** (2013). *Essays on leadership emergence in multinational teams*. Doctoral thesis. Barcelona: IESE Insight. T-271-E, 07/2013
  - Multiple awards and honors
53. Paunov, M., **Paunova, M.**, & Paunov, A. (2013). *Organizational behavior*. Sofia: Ciela Norma AD. ISBN:978-954-28-1250-0 (Note: textbook, in Bulgarian)
54. **Paunova, M.** (2011). Gaining and sustaining power through interpersonal ties. *Center for Global Leadership Research Translation Series*. Irvine, CA: University of California, Irvine.  
<https://merage.uci.edu/research-faculty/centers/global-leadership/research.html>