

Curriculum Vitae
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E d u c a t i o n

- 1993-2002 ➤ **Ph.D.** in Strategic Management & International Business
Temple University
Dissertation Title: Understanding Intrafirm Knowledge Transfers in
Multinational Corporations: Considering Critical Context
Dissertation Committee Chairman: Prof. Robert D. Hamilton III
- 1989-1991 ➤ **Bachelors of Arts**
Hebrew University of Jerusalem
Major: Sociology and Social Anthropology & Business Administration

E m p l o y m e n t

- July 2001 - Present ➤ *Tulane University*
New Orleans, LA
Visiting Assistant Professor in Management
Teaching experience: Management policy (5 sections), Knowledge
management elective. The KM class included designing a new
course.
- 1999 ➤ *Rosenbluth Travel*
Philadelphia, PA
Consultant
I took part in a consultation project, where the choices of mediums
for conducting business were researched. The research was lead by
Prof. Eric Clemons (The Wharton School) and Harold Levine
(UCLA). My major responsibilities were conducting interviews and
providing analyses

- 1997-1998 ➤ *Temple University*
Philadelphia, PA
Lecturer
Teaching experience: Strategic Management: An undergraduate case-based capstone course. The Management of the MNE: Case based overview of international management.
- 1993-1998 ➤ *Temple University*
Philadelphia, PA
Research & Teaching Assistant
I was actively involved in various research projects, including hypothesis development, literature reviews, data collection, and data analysis. My teaching requirements included grading as well as teaching several classes during the semester.
- 1992-1993 ➤ *“Hashahar” Institute*
Tel-Aviv, Israel
Branch Manager & Senior Sales Executive
The institute offers high-school classes for adults and seniors who wish to improve their grades. I was responsible for the national sales force as well as for the overall operations of the institute’s largest branch.
- 1991-1993 ➤ *Scouts Israel*
Tell-Aviv & Herzlia, Israel
Guidance Coordinator
I functioned, voluntarily, as a guidance coordinator, responsible for content and methodology of teaching. I designed and taught various teaching classes.
- 1990-1992 ➤ *“Tikshoret Enoshit”*
Tel-Aviv, Israel
Senior Sales Executive & Magazine Editor
The firm is a large publisher of design and architectural periodicals. I was responsible for content and sales of one of their central magazines. A consultant to this day, I hold an official Israeli Governmental Press Card.
- 1990-1991 ➤ *Hebrew University*
Jerusalem, Israel
Research Assistant to Prof. Dahlia Moore (Sociology Dept.)
Duties included questionnaire design, data collection, and data analysis.

- 1989-1991 ➤ *Hebrew University, The Blind Students' Unit*
Jerusalem, Israel
Instructor and Cultural Director
My duties included teaching blind and visually impaired adults and youth the subjects of math, Hebrew as a foreign language, economics, and Hebrew grammar. In addition I functioned as a cultural director for the unit. Teaching classes in this format require extremely high teaching skills
- 1986-1988 ➤ *Israeli Defense Forces*
Ministry of Defense
Coordinator of Field Activities
I was responsible for coordinating terror-prevention and intelligence-gathering activities in Tul-Karem and Nablus.
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Dissertation Proposal Abstract

Even though our understanding of organizational knowledge has increased dramatically over the past decade, there is still much to be learned, especially when considering the elusive nature of knowledge together with its criticality to multinational corporations (MNCs) today. Moreover, context is often referred to as a determining factor in explaining knowledge transfers but is rarely profoundly explored.

This paper strives at understanding what influences the nature of an organization's knowledge base, as well as what determines the difficulty level experienced by MNCs in intrafirm knowledge transfers. We claim that both internal and external factors shape an organization's ability to hold, utilize and transfer knowledge. These factors can be clustered into five central contextual dimensions: cultural, decision-making, technological, environmental, and strategic. We identify three types of knowledge pockets: within knowledge state (currently utilized), within knowledge spectrum (has potential of being utilized with relatively low effort) and in dissonance to the knowledge spectrum (utilization would require high effort).

The realm of our study is international, intra-firm knowledge transfer. We empirically investigate what determines the eventfulness of transferring such knowledge to another organizational unit. We suggest that critical contextual similarity will determine transfer eventfulness level. Critical contextual variables (CCVs) are defined as the contextual elements that surround each knowledge pocket and enable its effective

utilization. Critical contextual similarity is thus the level of such CCVs at the recipient unit. Context is considered here, uniquely, in micro rather than macro terms: critical context similarity is measured at the individual knowledge pocket level rather than in general terms on the organizational unit level.

Six case studies were collected and analyzed, in three MNCs. Our findings support the proposition that critical contextual similarity is negatively correlated to transfer eventfulness. The cultural contextual dimension was the most salient in explaining transfer eventfulness. As well, fit between the transferred knowledge type and the mediums used to transfer it was negatively correlated to eventfulness. Other variables that were found to influence transfer eventfulness were: quality of relationship between source and recipient, knowledge complexity and source past experience. The research also suggests leadership and input control as transfer eventfulness determinants.

Academic Grants & Awards Received

- Grant from Carnegie Bosch Institute, 1995, together with Andrew Inkpen
- Dissertation Completion Award, From Temple University, May 1998.

Article Publications & Presentations

“JIBS twenty-five Year Index” Journal of International Business Studies, Vol. 25, No. 4 **1994**, with Andrew Inkpen.

“Transfer of Knowledge in the Multinational Corporation” Presented at the Academy of Management Annual Meeting, Cincinnati OH, **1996**, with Andrew Inkpen.

“An Analyzing Framework for Knowledge Management Processes: Exploring International Joint Ventures” Presented at the Academy of Management Annual Meeting, Boston, MS **1997**, with Andrew Inkpen.

Knowledge Management Processes and International Joint Ventures” Organization Science Vol. 9, No. 4 July-August **1998**, with Andrew Inkpen.

“The Transfer and Management of Knowledge in the Multinational Corporation: Considering Context” Presented at the Academy of Management Annual Meeting, San Diego, California **1999**. With Andrew Inkpen and Robert Hamilton.

“The Transfer of Knowledge in the Multinational Corporation: Considering Context” Presented at the Academy of International Business, Charleston, SC **1999**. With Andrew Inkpen and Robert Hamilton.

Papers Under Review

“Critical Contextual Similarity And Knowledge Transfer Eventfulness: A Framework And Investigation” Under review for Management Science Special Issue on Knowledge Management.

Working Papers

With Andrew Inkpen, “The Transfer and Management of Knowledge in the Multinational Corporation: Considering Context” Working paper 98-16 by Carnegie Bosch Institute, Carnegie Mellon University, 1998.

Work In Progress

“Cases in Knowledge Transfer within Multinational Corporations”

With Robert Hamilton, “Knowledge Spectrum and State: The Building Blocks of Absorptive Capacity”

“Knowledge Brokerage in Multinational Corporations”