

Ndubuisi Ugwuanyi

Citizenship: Nigeria and Canada (dual)
U.S. Permanent Resident (no sponsorship required)

The Wharton School
University of Pennsylvania
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EDUCATION

The Wharton School, University of Pennsylvania

PhD in Managerial Science and Applied Economics (Management), 2027

Specialization: Strategy and Entrepreneurship

Committee: Daniel Levinthal, David Hsu, J. Daniel Kim, and Lori Rosenkopf

Smith School of Business, Queen's University, Canada

MSc in Management

Specialization: Strategy and Entrepreneurship

University of Toronto, Canada

MASc in Chemical Engineering and Applied Chemistry

University of Nigeria Nsukka

BSc in Pure and Industrial Chemistry, *summa cum laude* / *First-Class Honors*

Specialization: Industrial Chemical Technology

Best Graduating Student Award

RESEARCH INTERESTS

Entrepreneurial Strategy, Competitive Strategy, Emerging Markets and Technologies, Innovation Management

Job Market Paper

Ugwuanyi, N. Strategic Delay.

Preparing for submission to Management Science.

WORKING PAPERS

Product–Market Fit and the Sequencing of Customer versus Investor Validation.

Preparing for submission to Strategic Management Journal.

WORKS IN PROGRESS

Artificial Intelligence, Customer Feedback, and the Changing Speed of Product–Market Learning.

Working paper. Funded by the Wharton AI and Analytics Initiative and the Mack Institute.

Organizational Design, Product–Market Fit, and Entrepreneurial Performance.

Status: Data assembled. Target journal: Management Science.

SELECTED GRANT FUNDING, AWARDS, AND HONORS

Wharton AI and Analytics Initiative, University of Pennsylvania. Research grant for project on artificial intelligence, entrepreneurial adaptation, and scaling. Value: \$10,000, 2026.

Mack Institute, University of Pennsylvania. Research grant for project on artificial intelligence, entrepreneurial adaptation, and scaling. Value: \$10,000, 2026.

Mack Institute, University of Pennsylvania. Research grant for project on bootstrapping. Value: \$10,000, 2024.

Harris Family Alternative Investments Program, the Wharton School. Research grant for strategic bootstrapping and entrepreneurial experimentation. Value: \$5,000, 2024.

The Daniel A. Levinthal Research Award, the Wharton School, 2024.

The Wharton School, University of Pennsylvania. Full Doctoral Fellowship, 2022–2027.

Smith School of Business, Queen's University. Full Fellowship, 2020–2021.

Queen's Graduate Award, Queen's University, 2020–2021.

Greg Kiessling Scholarship Award, Conrad School of Entrepreneurship and Business, University of Waterloo. Value: \$5,000, 2019.

Best Presenter, BioZone Research Symposium, University of Toronto, 2017.

University of Toronto. Full Graduate Fellowship, 2014–2016.

Presidential Special Scholarship Scheme for Innovation and Development, Office of the President of Nigeria, 2014.

Best Graduating Student Award, University of Nigeria Nsukka, 2012.

Petroleum Technology Development Fund, Nigeria. Awarded nationally to best-performing engineering and science students, 2009–2011.

CONFERENCE AND INVITED PRESENTATIONS

Ndubuisi Ugwuanyi. "Choice or Constraint? Reconceptualizing Bootstrapping Among Startups Using a Risk-Adjusted Approach" Wharton-INSEAD Doctoral Consortium, Fontainebleau, France, October 2025.

Valentina Assenova, Martin Gonzalez, and Ndubuisi Ugwuanyi. "Unpacking Acceleration Heterogeneity: A Multilevel Perspective." *Academy of Management Proceedings* ENT, STR, and OB Divisions AOM Conference Chicago, USA August 2024.

Ndubuisi Ugwuanyi. "Is the Metaverse a Double-Edged Sword? Virtual Reality Technology and Team Performance." Rising Star Workshop Department of Management Science and Engineering, Stanford University Spring 2023.

Goce Andrevski, Danny Miller, and Ndubuisi Ugwuanyi. "Situational Experience, Expertise, and the Janus-Face of Forbearance." *Academy of Management Proceedings* STR Division AOM Conference Seattle, USA.

Goce Andrevski, Danny Miller, and Ndubuisi Ugwuanyi. "To Forbear or Respond? The Contrasting Roles of Competitive Experience versus Expertise." 3rd Competitive Dynamics Conference Imperial College London May 25–26, 2023.

SYMPOSIA, CONSORTIUMS, AND WORKSHOPS

Smith Entrepreneurship Research Conference, 2026.

Wharton-INSEAD Doctoral Consortium, Fontainebleau, France, 2025.

Academy of Management Annual Meeting, Copenhagen, Denmark, 2025.

Academy of Management Annual Meeting, Chicago, USA, 2024.

Academy of Management Annual Meeting, Boston, USA, 2023.

Wharton Technology and Innovation Conference, University of Pennsylvania, 2023.

Wharton Innovation Doctoral Symposium, University of Pennsylvania, 2023.

Rising Star Workshop, Department of Management Science and Engineering, Stanford University, 2023.

Academy of Management Annual Meeting, Seattle, USA, 2022.

TEACHING

The Wharton School, University of Pennsylvania

Instructor, Essentials of Entrepreneurship, Wharton Global Youth Program

Instructor, MGMT 1010: Introduction to Management (two undergraduate sections)

MGMT 702: Strategy and Competitive Advantage. MBA teaching assistant with Professor Michael Christensen.

MGMT 8900: Disruptive Strategy. Executive MBA teaching assistant with Professor Michael Christensen.

MGMT 8950 (Global Business Week): Doing Business in Turbulent Environments - The Case of Argentina. Executive MBA teaching assistant with Professor Exequiel Hernandez.

MGMT 2230: Business Strategy. Undergraduate teaching assistant.

MGMT 8010: Entrepreneurship. MBA teaching assistant with Professor Danny Kim.

MGMT 2490: Mergers and Acquisitions. Teaching assistant with Professor Harbir Singh.

Smith School of Business, Queen's University

COMM 401: Business and Corporate Strategy. Teaching assistant with Professor Goce Andrevski, 2020–2021.

ACADEMIC SERVICE

Seminar Chair, Wharton Management Doctoral Seminar, the Wharton School, 2024 - 2025

President, Mack Innovation Doctoral Association, the Wharton School, University of Pennsylvania, 2025 - 2026

Chair, Organizing Committee, Wharton Innovation Doctoral Symposium, 2025.

Reviewer, Academy of Management 2024 - 2025

SELECTED PROFESSIONAL EXPERIENCE

Co-Founder, AI-enabled platform for document editing and change tracking (revenue-generating; teams across Canada, the United States, and the Netherlands), 2020–2022. Wound down operations to begin doctoral studies at Wharton.

Technical Research Scientist/Officer, National Research Council (NRC), Ottawa, Canada

Quality Control and Continuous Improvement Analyst, Cosmetica Labs, Toronto Canada

Assistant Lecturer, University of Nigeria

MEMBERSHIPS AND AFFILIATIONS

Academy of Management, 2021–present.

Consortium for the Advancement of Research Methods and Analysis, 2021–present.

Mack Innovation Doctoral Association, the Wharton School, 2023–present.

TECHNICAL SKILLS

Programming: Python, R, SQL, Stata

ML: Transformer fine-tuning, LLM pipelines, applied NLP

Infrastructure: High-performance computing, Grid Engine/SGE-style cluster workflows, GPU workflows, GCP/Cloud computing

Tools: Git, Weights & Biases, $\text{\LaTeX}$ / Overleaf

Datasets: SDC Platinum, Pitchbook, Crunchbase, Revelio Labs, LinkedIn Data, US Patents and Trademark Data (USPTO), Internet Archive/Wayback Machine, Compustat - Capital IQ, SEC EDGAR, BoardEx, WRDS Platform, CRSP, Thomson/Refinitiv, IBIS World

REFERENCES

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