

Tiberiu Ungureanu, PhD

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RESEARCH & TEACHING HIGHLIGHTS

- **Publications:** *Strategic Management Journal* (2025) and *Organization Science* (2023), both FT50/UTD24; *Journal of Sport Management* (2026); *Journal of Sports Economics* (2026).
- **Pipeline:** resubmission under review at *Strategic Management Journal*; R&R resubmitted at *Strategy Science*; third-round R&R at *Management Decision*; R&R at *Long Range Planning*; under review at *Academy of Management Learning & Education*.
- **Focus:** Exploration-exploitation, organizational structure, and managerial decision-making under uncertainty; computational models, experiments, and rich field data.
- **Teaching:** Strategic Management (UG & MBA). Recent evaluations: 4.7/5 (MBA), 4.6/5 (UG). Modalities: in-person, hybrid, online synchronous, and study-abroad. Four teaching cases distributed via Harvard Business Publishing.
- **Editorial & service:** Editorial Review Board – *Strategy*, *Journal of Business Research* (from September 2026); Outstanding Reviewer, Academy of Management STR Division (2026); ad-hoc reviewer, *Organization Science*, *Management Decision*, *Journal of Strategy and Management* and *Journal of Organization Design*; active on college- and department-level committees.
- **Grants & awards:** Over \$35,000 in research and mentoring funding since 2022; AOM Best Paper Proceedings (2021, 2025); Dean's Club Research Prize (2024).
- **Industry:** 18 years pre-academia IT infrastructure leadership (Engineer → Director/VP; ISP, webhosting, insurance; Romania & US).

ACADEMIC APPOINTMENT

Assistant Professor, Department of Management, Walker College of Business, Appalachian State University — 2022–present

EDUCATION

2022 — Ph.D., Strategic Management, The Ohio State University
2014 — MBA (Strategy), The Ohio State University
2002 — BS, Statistics, Academy of Economic Studies, Bucharest, Romania

PUBLICATIONS

- Srikanth, K.(*), Ungureanu, T.(*) (2025). Organizational adaptation in dynamic environments: Disentangling how much to explore vs. where to explore. *Strategic Management Journal*, 46(1), 19–48. <https://doi.org/10.1002/smj.3646>
- Raveendran, M., Srikanth, K., Ungureanu, T., Zheng, L. (2023). How do performance goals influence exploration–exploitation choices? *Organization Science*, 34(6), 2464–2486. <https://doi.org/10.1287/orsc.2019.13311>
- Ungureanu, T., Sigler, J., Yavic, Z., McLeod, C. (2026). Versatile Beginnings, Specialized Success. *Journal of Sport Management*. Published online ahead of print. <https://doi.org/10.1123/jsm.2025-0223>

Strazicich, M. C., Dawson, J. W., Groothuis, P. A., & Ungureanu, T. (2026). A Rising Tide Raises all Boats: The Changing Distribution of Salaries in the NBA Over Time. *Journal of Sports Economics*, 27(5), 503–527. <https://doi.org/10.1177/15270025261436349>

(*) Equal authorship; authors listed alphabetically.

R&R / UNDER REVIEW

- Exploration in Hierarchies: How Organizational Structure Shapes Adaptive Strategy — *Strategic Management Journal*, resubmitted August 2026; under review. First author, with Kannan Srikanth and Oliver Baumann. AOM 2025 Best Paper Proceedings.
- Hitting a Curveball: Strategic Factor Markets, Uncertainty, and Performance — *Strategy Science*, R&R resubmitted; in second round. With Jaideep Anand, Jason Sigler, and Zeynep Yavic.
- Beyond Moonlighting: Differentiating Cognitive Effects of Side-Gigs on Employee Performance — *Management Decision*, third-round R&R (resubmitted August 2026). With Jason Sigler and Zeynep Yavic.
- Changes in Attention Focus and Capacity: How Front-line Human Resource Slack Drives MLB Team Performance — *Long Range Planning*, R&R. With Sebastian Fourne and Jason Sigler. Presented at AOM 2026.
- The Strategic Plan Was Never the Point: Generative AI and the Validity Crisis in Strategy Education — *Academy of Management Learning & Education*, under review. First author, with Justin Kent, Mark Lewis, and Mark Bollinger.

BOOK CHAPTERS

Leiblein, M. J., Macher, J. T., & Ungureanu, T. (2019). Why do small firms systematically benefit less from collaborative activity than large firms? In *The Oxford Handbook on Entrepreneurship and Collaboration*. Oxford University Press.

WORKING PAPERS & SELECTED WORK IN PROGRESS

- Scouting That You Can See: The Migration of Bias in Talent Evaluation — with Pete Groothuis. Targeting *Management Science*.
- Learning to Explore: A Bandit Theory of Adaptive Search in Changing Environments — solo project. Targeting *Strategic Management Journal*.
- What Promotion Decisions Reveal About How Hierarchies Resolve Multi-Level Goal Conflict — with Jason Sigler and Kannan Srikanth. Targeting *Organization Science*.
- When Learning Is Doing: Bandit Models as a Theory of Online Experiential Learning — review paper. First author, with Jing Tang. Targeting *Journal of Management*.
- Performing on the Glass Stage: Examining Role Congruity's Effect on Firm Performance — second author, with Steven Vogel, Jess Doll, and Kristl Davidson. Targeting *Academy of Management Discovery*. Presented at AOM 2026.

PEER-REVIEWED TEACHING CASES

Kent, J., Ungureanu, T., & Lewis, M. (2025). Crafting the Future: Strategic Growth Decisions at Highland Brewing Company. *Case Research Journal*. Also distributed via Harvard Business Publishing, Product NA0884-PDF-ENG.

Ungureanu, T., Kent, J., Lewis, M., & Whitehead, B. (2024). Coyote Kitchen. *Case Research Journal*. Also distributed via Harvard Business Publishing, Product NA0838-PDF-ENG.

Srikanth, K., Srinivasaraghavan, R., & Ungureanu, T. (2024). Responding to Aggressive Competition: Huawei's Entry in the Networking Equipment Industry. Harvard Business Publishing / Indian School of Business, Product ISB450-PDF-ENG.

Srikanth, K., Chan, C. W., & Ungureanu, T. (2023). Japan's Sharp Corporation: Aiming to Increase Its Competitive Edge (B), revised edition. Harvard Business Publishing / Singapore Management University, Product SMU899-PDF-ENG.

TEACHING EXPERIENCE & EVIDENCE OF EFFECTIVENESS

Undergraduate and MBA strategy instruction across in-person, hybrid, online synchronous, and study-abroad modalities. Selected evaluations summarized below; full packet available upon request. Summer 2026 evaluations were pending at the time of writing.

Course	Level	Modality / Term	Enrollment	Mean Eval
MGT-5750 Strategic Management (App State)	MBA	In-person: Summer 2024, Fall 2025, Spring 2026 Online synchronous (Zoom): Summer 2025 Hybrid — recorded lectures + live Zoom case sessions: Summer 2026	9-22/section	4.7 / 5
MGT-4750 Strategic Management (App State)	UG	In-person, 2022–present	25–30/section, 2–4 sect/sem	4.6 / 5
MGT-3045 Int'l Management Seminar Abroad (App State)	UG	Study-abroad, Angers, France, Summer 2023 (qualitative evaluations)	44	N/A
BUSMHR-4490 Strategic Management (OSU)	UG	In-person, 2015–2016 and 2019–2022	45–50/section, 2–4 sect/sem	4.7 / 5
BUSMHR-4490 Strategic Management (OSU)	UG	Hybrid, Summer 2020	30 in person, 15 online	4.4 / 5

GRANTS, HONORS & AWARDS

- Outstanding Reviewer, Strategic Management (STR) Division, Academy of Management, 2026.
- Best Paper Proceedings, Academy of Management — *Hierarchies of Adaptation* (2025); *Optimal Exploration in Dynamic Environments* (2021).
- Graduate Research Assistant Mentoring Program (Appalachian State University), 2023–2025 — \$28,000.
- Dean's Club Research Prize (Appalachian State University), 2024 — \$5,000.
- Society for American Baseball Research (SABR) Grant, 2024 — \$2,000.

- Dean's Club Research Grant (Appalachian State University), 2022, 2025 — \$1,000 each.
- Dissertation Research Grant (The Ohio State University), 2021 — \$1,000.

INDUSTRY EXPERIENCE (PRE-ACADEMIA)

- Director of IT — Progressive Medical/Helios/Optum (insurance/PBM, US), 2013–2016.
- VP, IT Infrastructure — Healthcare Too (IT cloud solutions, US), 2011–2013.
- IT Infrastructure Manager — Ecommerce, Inc. (webhosting, US), 2006–2011.
- Network Engineer — iNES Group (ISP, Romania) & Ecommerce, Inc. (US), 1998–2006.

EDITORIAL & PROFESSIONAL SERVICE

- Editorial Review Board — Strategy, *Journal of Business Research* (beginning September 2026).
- Ad-hoc Reviewer, *Organization Science* (2020–present); *Journal of Organization Design* (2024–present); *Journal of Strategy and Management* (2025–present); *Management Decision* (2026).
- Reviewer, STR & OMT Divisions, Academy of Management (2017–present); Behavioral Strategy track, Strategic Management Society Conference.
- Walker College of Business — Faculty Composition and Development Committee, 3-year term (2024–2027).
- Department of Management — Strategic Planning Committee (2024–present).
- Department of Management — Faculty Scholarship & Teaching Engagement Committee (2025–present).
- Department of Management — Faculty Connection Committee (2022–present).
- Honors Thesis (Undergraduate) Committee Chair, Casey Jones (2025/2026).
- Master's Thesis Committee Member, Steven Vogel (2024/2025) — thesis research subsequently co-authored and presented at AOM 2026.
- PARE Reviewer, Grants Resources & Services, Appalachian State University (2024–present).

SELECTED TALKS & CONFERENCES (RECENT)

- Changes in Attention Focus and Capacity: How Front-line Human Resource Slack Drives MLB Team Performance — AOM 2026.
- Performing on the Glass Stage — AOM 2026.
- Versatile Beginnings, Specialized Success — NASSM 2026 (Puerto Rico).
- Hierarchies of Adaptation: Structuring Organizational Exploration in Dynamic Environments — AOM 2025 (Copenhagen; Best Paper Proceedings); University of North Florida Research Seminar, February 2026; Florida Gulf Coast University Research Seminar, April 2026.
- Hitting a Curveball: An Empirical Test of Strategic Factor Market Theory — AOM 2024 (Chicago); SMS 2023 (Toronto).
- Resource (Re)allocation Timing in Internal Capital Markets — Vienna Strategy, Organizational Design & Innovation Conference 2022; AOM 2021; TOM Conference 2021; CSOL 2020.
- Optimal Exploration in Dynamic Environments — AOM 2021 (Best Paper Proceedings); TOM Conference 2021; Wharton Innovation Doctoral Symposium 2021; University of Southern Denmark Research Seminar 2020. Published in SMJ as Srikanth & Ungureanu (2025).