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The Wharton School
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September 2022

ACADEMIC APPOINTMENTS

The Wharton School of the University of Pennsylvania, Philadelphia, PA.
Assistant Professor, Management Department, 2022 – present.

EDUCATION

New York University, Leonard Stern School of Business, New York City, NY.
Ph.D., Management and Organizations (Specialization: Strategy), 2023.
Dissertation: “Competition in Platform Ecosystems and Digital Markets”
Committee: Deepak Hegde (co-chair), Rob Seamans (co-chair), J.P. Eggers, and Arun Sundararajan.

New York University, Leonard Stern School of Business, New York City, NY.
M. Phil., Management and Organizations, 2021.

Dartmouth College, Hanover, NH.
A.B., *Cum Laude*, Major in Economics and a Minor in Public Policy, 2015.

RESEARCH INTERESTS

- How do firms respond to innovation and technological change (with a focus on digital technologies)?
- How do institutional features and non-market forces affect innovation and entrepreneurship?

PUBLICATIONS

Authorship listed alphabetically unless otherwise noted.

Hegde, D., A. Ljungqvist, & **M. Raj** (2022) Quick or Broad Patents? Evidence from U.S. Startups. *Review of Financial Studies*.

Felten, E., **M. Raj**, & R. Seamans (2021) Occupational, Industry, and Geographic Exposure to Artificial Intelligence: A Novel Dataset and Its Potential Uses. *Strategic Management Journal*.

Raj, M. (2021) A House Divided: Legislative Competition and Young Firm Survival in the United States. *Strategic Management Journal*.

Felten, E., **M. Raj**, & R. Seamans (2019) The Effect of Artificial Intelligence on Human Labor: An Ability-Based Approach. *Academy of Management Proceedings*.

Raj, M. & R. Seamans (2019) Primer on Artificial Intelligence and Robotics. *Journal of Organizational Design*.

Raj, M. & R. Seamans. Automation (2019) In *Oxford Bibliographies in Management*, eds. Ricky Griffin, Oxford University Press: New York.

Raj, M. & R. Seamans (2019) AI, Labor, Productivity, and the Need for Firm-Level Data. In *The Economics of Artificial Intelligence: An Agenda*, eds. Ajay Agrawal, Joshua S. Gans and Avi Goldfarb, University of Chicago Press: Chicago.

Felten, E., **M. Raj**, & R. Seamans (2018) A Method to Link Advances in Artificial Intelligence to Occupational Abilities. *American Economic Association Papers & Proceedings*, 108: 1-4.

WORKING PAPERS

Raj, M., A. Sundararajan, & C. You. COVID-19 and Digital Resilience: Evidence from Uber Eats.

- *Reject & resubmit at Management Science.*
- Runner-up Best Paper Award, Workshop on Information Systems and Economics 2020.

Eklund, J.*, **M. Raj***, & J. Eggers. Looking Out of the Window & Into the Mirror: The Role of Managerial Attention in Shaping Responses to Industry Change.

- *Under 2nd round review at Organization Science.*
- * indicates joint first authorship.

Hegde, D., A. Ljungqvist, & **M. Raj**. Race, Glass Ceilings, and Lower Pay for Equal Work.

Raj, M. Friends in High Places: Inter-Provider Demand Spillovers on Digital Platforms.

- Winner Best Paper Award, WINDS 2021.
- Winner Best Conference PhD Paper Prize, Strategic Management Society, Annual Conference 2020.
- Best Proposal Award for Creativity in Research Finalist, Strategic Management Society, Annual Conference 2020.

Raj, M. & J. Eggers. When Delivery Comes to Town: Consumer-to-Firm Platform Penetration and Establishment Exit.

Raj, M. & D. Choe. A Brightside of Broadband: Internet Availability and Brick-and-Mortar Retail Establishment Survival.

WORK IN PROGRESS

Raj, M. & R. Seamans. AI Diffusion Across Organizations (*working title*).

Hegde, D. & **M. Raj**. The Effects of Digital Disclosure on Innovation: A Study of Google Patents (*working title*).

HONORS & AWARDS

NYU Stern Harold W. MacDowell Prize, Awarded to the Stern Ph.D. graduate who best exemplifies the qualities of and dedication to scholarship, 2022.

NYU Stern Fubon Center for Technology, Business, and Innovation, Doctoral Fellowship (\$5,000), 2021.

Microsoft Fellowship for the Study of the Future of Work and Organizations, PhD Grant (\$1,000), 2021.

Kauffman Foundation, Knowledge Challenge Student Grant (\$27,200), 2020.

Strategic Research Foundation, Dissertation Research Grant (\$10,000), 2019.

NYU Stern Center for Global Economy and Business, PhD Grant (\$2,500), 2019.

Leonard N. Stern School of Business, Doctoral Fellowship, 2017-2021.

CONFERENCE AND INVITED PRESENTATIONS

Eklund, J., **M. Raj**, & J. Eggers. Looking Out of the Window & Into the Mirror: The Role of Managerial Attention in Shaping Responses to Industry Change.

- Strategy Science Annual Conference, June 2022.
- Academy of Management Annual Conference, August 2022.

Raj, M. Friends in High Places: Inter-Provider Demand Spillovers on Digital Platforms.

- Trans-Atlantic Doctoral Conference, May 2020 (*cancelled because of COVID-19*).
- Strategic Management Society Annual Conference, October 2020.
- Harvard Business School Digital Doctoral Workshop, November 2020.
- Workshop on Information Systems and Economics, December 2020.
- Wharton Innovation Doctoral Symposium, March 2021.
- New York University Strategy Brownbag, April 2021.
- Strategy Science Annual Conference, April 2021.
- East Coast Doctoral Consortium, April 2021.
- Consortium on Competitiveness and Cooperation, June 2021.
- Academy of Management Annual Conference, August 2021.

Raj, M. & J. Eggers. When Delivery Comes to Town: Consumer-to-Firm Platform Penetration and Establishment Exit.

- Strategic Management Society Annual Conference, September 2021.
- Harvard Business School Digital Doctoral Workshop, March 2022.
- East Coast Doctoral Consortium, April 2022.
- Orebro University and the Ratio Institute, May 2022.

Raj, M., A. Sundararajan, & C. You. COVID-19 and Digital Resilience: Evidence from Uber Eats.

- NYU Stern's Future of Work Workshop, December 2020.

Hegde, D., A. Ljungqvist, & **M. Raj**. Quick or Broad Patents? Evidence from U.S. Startups.

- National Science Foundation Future of IP Conference, February 2020.

Felten, E., **M. Raj**, & R. Seamans. Occupational, Industry, and Geographic Exposure to Artificial Intelligence: A Novel Dataset and Its Potential Uses.

- Academy of Management Annual Conference, August 2019.
- Temple University Conference on Artificial Intelligence, Machine Learning, and Business Analytics, December 2019.
- AI & Strategy Consortium, January 2021.

Raj, M. A House Divided: Legislative Competition, State Incentives, and Young Firm Survival in the United States.

- East Coast Doctoral Consortium, April 2019
- Strategic Management Science Annual Conference, October 2019.

Raj, M. & J. Eggers. Under Pressure: CEOs' Short-Term Responses to Employment Threat.

- Strategic Management Science Annual Conference, October 2019.

SYMPOSIA, CONSORTIUMS, AND WORKSHOPS

NBER Entrepreneurship Research Boot Camp, August 2020.

Doctoral Student Workshop at the Strategic Management Science Annual Conference, October 2019.

Doctoral Student Workshop at the West Coast Research Symposium, September 2019.

TIM Research Development Workshop at the Academy of Management Annual Conference, August 2019.

TEACHING EXPERIENCE

Technology Strategy

Wharton MBA (MGMT 7310) and Undergraduate (MGMT 2140) Course, Fall 2022.

Management & Organizations

NYU Stern Undergraduate Core Course, Summer 2021.

- Instructor evaluation: 4.8/5.0. Course evaluation: 4.6/5.0.

Teaching Fellow:

- Strategy, Professor Rob Seamans (Summer, 2018).
- Managerial Decision Making, Professor Zur Shapira (Fall 2018, Spring 2019).

- Artificial Intelligence, Automation, and the Platform Revolution, Professor Arun Sundararajan (Winter 2019, Winter 2020).
- Management & Organizations, Professor Taylor Phillips (Fall 2019).
- Endless Frontier Labs, Professor Deepak Hegde (Fall 2018, Spring 2019, Fall 2019, Spring 2020).

ACADEMIC SERVICE

Ad-hoc Reviewer: Artificial Intelligence Review, Journal of Engineering and Technology Management, Management Science, Organization Science, Strategic Entrepreneurship Journal, Strategic Management Journal, Strategy Science.

Symposia Organizer: Platforms, Platform Characteristics, and Complementor Performance and Strategy (Academy of Management Annual Conference, 2021); Reading the Tea Leaves: Revisiting the Intertwined Roles of Attention and Search in Innovation and Adaptation (co-organized with John Eklund, Academy of Management Annual Conference, 2022).

Professional Society Service: Academy of Management Technology and Innovation Management (TIM) Track Chair (2022).

NYU Stern Departmental Service: East Coast Doctoral Conference Organizer (2020).

MEMBERSHIPS AND AFFILIATIONS

Academy of Management	2018 to present
Strategic Management Society	2018 to present
Institute for Operations Research and the Management Sciences (INFORMS)	2018 to present

PRIOR WORK EXPERIENCE

Cornerstone Research <i>Analyst</i> , Consulting Group	Fall 2015 – Spring 2017
Dimensional Fund Advisors <i>Associate (Intern)</i> , Financial Advisors Services Group	Summer 2014
J.P. Morgan Chase & Co. <i>Consultant (Intern)</i> , Consumer Bank & Credit Card Division	Winter 2014
United States Treasury <i>Analyst (Intern)</i> , Office of Small Business, Community Development, and Housing Policy	Summer 2012