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July 2024

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

My research focuses on technological change. I primarily study how technological change affects competition and strategy, with a focus on digital innovation, platforms, and artificial intelligence. My research also touches upon how institutional features can shape innovation and entrepreneurship.

REFEREED PUBLICATIONS

Authorship listed alphabetically unless otherwise noted.

[1] **Raj, M.** (2024). More is (Sometimes) Merrier: Heterogeneity in Demand Spillovers and Competition on a Digital Platform. *Strategic Management Journal*. [Link](#).

- 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.

[2] Eklund, J.*, **M. Raj***, & J. Eggers (2024). Attention Focus and New Opportunities: The Moderating Role of Managerial Attention to Alternative Issues. *Organization Science*. [Link](#).

- * indicates joint first authorship.

- [3] Felten, E., **M. Raj**, & R. Seamans (2024). Generative AI Requires Broad Labor Policy Considerations. *Communications of the ACM*. [Link](#).
- Media: [Washington Post](#).
- [4] Hegde, D., A. Ljungqvist, & **M. Raj** (2022). Quick or Broad Patents? Evidence from U.S. Startups. *Review of Financial Studies*. [Link](#).
- [5] 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*. [Link](#).
- [6] **Raj, M.** (2021). A House Divided: Legislative Competition and Young Firm Survival in the United States. *Strategic Management Journal*. [Link](#).
- Media: [Boondoggle](#), [ProMarket](#).

PROCEEDINGS, CHAPTERS, AND OTHER PUBLICATIONS

- [1] Berg, J., **M. Raj**, & R. Seamans (2023). Capturing Value from Artificial Intelligence. *Academy of Management Discoveries*. [Link](#).
- [2] Felten, E., **M. Raj**, & R. Seamans (2019). The Effect of Artificial Intelligence on Human Labor: An Ability-Based Approach. *Academy of Management Proceedings*. [Link](#).
- [3] **Raj, M.** & R. Seamans (2019). Primer on Artificial Intelligence and Robotics. *Journal of Organizational Design*. [Link](#).
- [4] **Raj, M.** & R. Seamans (2019). Automation. In *Oxford Bibliographies in Management*, eds. Ricky Griffin, Oxford University Press: New York. [Link](#).
- [5] **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. [Link](#).
- [6] 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. [Link](#).

WORKING PAPERS

Date listed is last updated.

- [1] **Raj, M.**, A. Sundararajan, & C. You. COVID-19 and Digital Resilience: Evidence from Uber Eats (2024). [Link](#).
- R&R at *Management Science*.
 - Runner-up Best Paper Award, Workshop on Information Systems and Economics 2020.
- [2] **Raj, M.*** & J. Eggers (2024). When Delivery Comes to Town: Digital Distribution Platform Penetration and Establishment Exit. [Link](#).
- R&R at *Strategic Management Journal*.
 - * indicates first authorship.
- [3] **Raj, M.** & R. Seamans (2024). The Role of External and Internal Human Capital in Shaping Contagion Effects in AI-Related Human Capital. [Link](#).

- R&R at *Organization Science*.

[4] **Raj, M.*** & D. Choe (2024). Online Information and Offline Performance: The Effect of Broadband Availability on Brick-and-Mortar Retailers. [Link](#).

- *Under review at Strategic Management Journal*.
- * indicates first authorship.

[5] Ljungqvist, A., D. Hegde, & **M. Raj**. Race, Glass Ceilings, and Lower Pay for Equal Work (2023). [Link](#).

- *Under review at American Economic Review*.

[6] **Raj, M.***, J. Berg, & R. Seamans (2024). The AI Disclosure Penalty: Humans Persistently Devalue AI-Generated Creative Writing.

- * indicates first authorship.

[7] Kim, K. & **M. Raj** (2024). Kindle's Kindle: Is Digitization Igniting or Dousing the Fire of Content Novelty in the Book Industry?

[8] Yiu, S., R. Seamans, **M. Raj**, T. Liu (2024). AI Exposure and Strategic Positioning on an Online Work Platform. [Link](#).

[9] Felten, E., **M. Raj**, & R. Seamans (2023). How will Language Modelers like ChatGPT Affect Occupations and Industries? [Link](#).

- Media: [Fortune](#), [CBS News](#), [Futurism](#), [Inside Higher Ed](#), [Vox](#), [New York Times](#), [Business Insider](#), [CNBC](#), [Slate](#).

WORKS IN PROGRESS

Impink, M. & **M. Raj**. Chatbot Adoption and Entrepreneurial Scaling (*working title*).

Shermon, A. & **M. Raj**. Blocked M&As and Innovation (*working title*).

Kim, K. & **M. Raj**. TikTok Removal and Cross-Platform Performance (*working title*).

HONORS & AWARDS

TIM Best Dissertation Award Finalist, Academy of Management Annual Conference, 2023.

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

Yiu, S., R. Seamans, **M. Raj**, T. Liu. Strategic Responses to Technological Change: Evidence from ChatGPT and Upwork.

- Robert H. Smith Entrepreneurship Research Conference, May 2024.

Raj, M. & R. Seamans. The Role of External and Internal Human Capital in Shaping Contagion Effects in AI-Related Human Capital.

- AI & Strategy Consortium, February 2024.
- Austin Technology and Entrepreneurship Conference, February 2024.
- Strategy Science Annual Conference, June 2024.

Raj, M., R. Seamans, & J. Berg. Art-ificial Intelligence: The Effect of AI Disclosure on Evaluations of Creative Content.

- Experimental Organization Science Seminar, January 2024.

Khwan, K. & **M. Raj**. Kindle's Kindle: Is Digitization Igniting or Dousing the Fire of Content Novelty in the Book Industry?

- Creative Industries Conference (INSEAD), October 2023.

Raj, M., R. Seamans, & J. Berg. Art-ificial Intelligence: The Effect of AI Disclosure on Evaluations of Creative Content.

- Artificial Intelligence in Strategic Management Workshop (NYU), May 2023.

Raj, M. & J. Eggers. When Delivery Comes to Town: Digital Distribution 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.
- Maastricht University, September 2022.
- Wharton Technology and Innovation Conference, April 2023.
- Strategy, Innovation, and Entrepreneurship Workshop, May 2023.
- Industry Studies Association Conference, May 2023.

Eklund, J., **M. Raj**, & J. Eggers. Attention Focus and New Opportunities: The Moderating Role of Managerial Attention to Alternative Issues.

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

Raj, M. More is (Sometimes) Merrier: Heterogeneity in Demand Spillovers and Competition on a Digital Platform.

- 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., 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, 2023.

- Teaching Excellence Award Winner, 2022-2023 Academic Year.

Management & Organizations

NYU Stern Undergraduate Core Course, Summer 2021.

ACADEMIC SERVICE

Ad-hoc Reviewer: Administrative Science Quarterly, Applied Economic Letters, Artificial Intelligence Review, Information Systems Research, Journal of Business Venturing, Journal of Economics and Management Strategy, Journal of Engineering and Technology Management, Management Science,

Organization Science, Strategic Entrepreneurship Journal, Strategic Management Journal, Strategy Science.

Symposia or Conference Organizer: East Coast Doctoral Conference Organizer (2020); 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); co-organizer of Wharton Technology and Innovation Conference (2024).

Professional Society Service: Academy of Management Technology and Innovation Management (TIM) track chair (2022).

Departmental Service: Wharton doctoral student committee (2024).

MEMBERSHIPS AND AFFILIATIONS

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|---|-----------------|
| 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

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