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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 primarily examines how digital transformation reshapes competition for firms embedded in, but not controlling, digital technologies that mediate their interactions with customers, workers, and markets. In a smaller, secondary line of work, I investigate how institutional structures shape innovation and economic opportunity.

REFEREED PUBLICATIONS

All co-authored papers reflect equal contribution unless otherwise noted.

[1] **Raj, M.** (2025). Online Information and Offline Performance: The Effect of Broadband Availability on Brick-and-Mortar Retailers. *Strategy Science*. [Link](#).

[2] **Raj, M.***, J. Berg, & R. Seamans (2025). The AI Disclosure Penalty: Humans Persistently Devalue AI-Generated Creative Writing. *Journal of Experimental Psychology: General*. [Link](#).

- * indicates first authorship.

[3] **Raj, M.*** & J. Eggers (2025). When Delivery Comes to Town: The Effect of Digital Distribution Platform Emergence on Industry Structure and Competition. *Strategic Management Journal*. [Link](#).

- * indicates first authorship.

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

- Lead article.
- Winner Platform Leaders Academic Award (rewarding platforms research that best connects research to practice), 2025.
- 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.

[5] 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.

[6] Felten, E., **M. Raj**, & R. Seamans (2024). Generative AI Requires Broad Labor Policy Considerations. *Communications of the ACM*. [Link](#).

- Media: [Washington Post](#).

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

[8] 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](#).

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

- Media: [Boondoggle](#), [ProMarket](#).

[10] **Raj, M.** & R. Seamans (2019). Primer on Artificial Intelligence and Robotics. *Journal of Organization Design*. [Link](#).

WORKING PAPERS

Date listed is last updated.

[11] Hegde, D., A. Ljungqvist, & **M. Raj** (2025). Race and Slower Promotions for Equal Work. [Link](#).

- Under review at *American Economic Review*.

[12] **Raj, M.** & R. Seamans (2025). Follow the Leader? When and How Peer Investment Shapes Focal Establishment Investment in AI Human Capital. [Link](#).

- Under review at *Management Science*.

[13] Kim, K. & **M. Raj** (2025). Kindle's Shadow: How Digitization Dims Novelty in Creative Industries. Draft under revision but available upon request.

- R&R at *Administrative Science Quarterly*.
- Winner Best Paper Award, Munich Summer Institute 2025.

[14] Yiu, S., R. Seamans, **M. Raj**, T. Liu (2025). Strategic Responses to Technological Change: Evidence from ChatGPT and Upwork. [Link](#).

- R&R at *Organization Science*.

[15] Impink, M. & **M. Raj** (2025). ChatBot Adoption and Startup Employment: Evidence from High-Tech Firms. [Link](#).

- *R&R at Management Science.*

[16] Khwan, K. & **M. Raj**. Catching Lightning: Social Media Virality, Performance, and Strategy in a Creative Industry. [Link](#).

- *Under review at Strategic Management Journal.*

COMMENTARIES, PROCEEDINGS, CHAPTERS, AND OTHER PUBLICATIONS

[17] Berg, J., **M. Raj**, & R. Seamans (2023). Capturing Value from Artificial Intelligence. *Academy of Management Discoveries*. [Link](#).

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

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

[20] **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](#).

[21] 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](#).

UNPUBLISHED MANUSCRIPTS (DORMANT)

Date listed is last updated.

[22] **Raj, M.**, A. Sundararajan, & C. You (2024). How Disrupting a Traditional Channel Reshapes Platform Consumption and Provider Resilience: Evidence from Uber Eats During the COVID-19 Pandemic. [Link](#).

- Runner-up Best Paper Award, Workshop on Information Systems and Economics 2020.

[23] 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

Berg, J., **M. Raj**, & S. Yiu. Using Generative AI in Creative Tasks (*working title*).

Chatterjee, G., P. Choudhury, T. Liu, **M. Raj**, & S. Yiu. Gig Work and Opportunity in an Emerging Context (*working title*).

M. Raj & A. Shermon. How Does OSS Affect Technology Adoption? (*working title*).

Gates, M., K. Kim, **M. Raj**, & M. Yeaton. The Effect of Community Disruption on Online Platforms (*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.

CONFERENCE AND INVITED PRESENTATIONS

Khwan, K. & **M. Raj**. Catching Lightning: Social Media Virality, Performance, and Strategy in a Creative Industry.

- University College London Strategy and Entrepreneurship Department, March 2026 (*scheduled*).
- London Business School Strategy and Entrepreneurship Department, March 2026 (*scheduled*).

Impink, M. & **M. Raj**. ChatBot Adoption and Startup Employment: Evidence from High-Tech Firms.

- Columbia Management, Analytics, and Data Conference, May 2025.

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.
- Temple Artificial Intelligence and Business Analytics Workshop, October 2024.
- Georgia Tech Roundtable for Engineering Entrepreneurship Research (REER) Conference, November 2024.
- Organizational Design Community Annual Conference, November 2024.
- London Business School Ghoshal Conference, June 2025.

Raj, M. & R. Seamans. Follow the Leader? When and How Peer Investment Shapes Focal Establishment Investment in AI 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. The AI Disclosure Penalty: Humans Persistently Devalue AI-Generated Creative Writing.

- Artificial Intelligence in Strategic Management Workshop (NYU), May 2023.
- Experimental Organization Science Seminar, January 2024.

Khwan, K. & **M. Raj**. Kindle's Shadow: How Digitization Dims Novelty in Creative Industries.

- Creative Industries Conference (INSEAD), October 2023.
- University of California Santa Barbara Technology Management Department, February 2025.

- Washington University at St. Louis Strategy Department, April 2025.
- Utah Winter Strategy Conference, March 2026 (*scheduled*).

Raj, M. & J. Eggers. When Delivery Comes to Town: The Effect of Digital Distribution Platform Emergence on Industry Structure and Competition.

- 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. How Disrupting a Traditional Channel Reshapes Platform Consumption and Provider Resilience: Evidence from Uber Eats During the COVID-19 Pandemic.

- 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.

TEACHING EXPERIENCE

Technology Strategy

Wharton MBA (MGMT 7310) and Undergraduate (MGMT 2140) Course, Fall 2022-2025.

- Teaching Excellence Award Winner: 2022-2024 academic years.

Management & Organizations

NYU Stern Undergraduate Core Course, Summer 2021.

ACADEMIC SERVICE

Advising:

- Khwan Kim (INSEAD, 2025): Doctoral committee member.
- Shun Yiu (Wharton, 2026): Doctoral committee member.

Editorial Review Board: Strategic Management Journal, Strategy Science.

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, Journal of Management Studies, 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 - present); Technology: Democratize Access or Exacerbate Inequality (co-organized with Ying Li, Academy of Management Annual 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

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
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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