

## PRATEEK RAJ

🌐 [www.linktr.ee/prt.raj](http://www.linktr.ee/prt.raj) ✉ [prateekraj@iimb.ac.in](mailto:prateekraj@iimb.ac.in)

Indian Institute of Management Bangalore, Bengaluru, Karnataka, India 560076

*South Asia-based scholar leading the Inclusive Markets Lab at IIM Bangalore, focusing on how businesses and markets can promote social equity and serve marginalized communities. A recipient of prestigious grants such as the UKRI-ICSSR, my research is published in leading journals including PLOS One and Stanford Social Innovation Review, and is frequently covered by national and international media. My recent work explores income disparities faced by Dalit business owners and the role of private enterprise in healthcare systems. I am the co-founder of Project Chhaav and the author of the forthcoming book Strategy for Good: Management Rules for the 21st Century (Westland).*

---

### ACADEMIC APPOINTMENTS

---

#### **Indian Institute of Management (IIM) Bangalore,**

Assistant Professor, *Strategy*, July, 2018 – Present

Founder, *IIMB Inclusive Markets Lab*; PhD Program Coordinator, *Strategy*

#### **University of Chicago Booth School of Business**

Affiliate Fellow, *Stigler Center for the Study of the Economy and the State*, July, 2022- Present

Previously Junior Fellow, July, 2018- June, 2022; Research Associate, Aug, 2016- June, 2018

#### **London School of Economics (LSE) and Political Science**

Guest Teacher, *Department of Management*, Oct, 2012- July, 2015

---

### EDUCATION

---

#### **University College London (UCL)**

Doctor of Philosophy (PhD), *UCL School of Management*, 2013-2018

- *PhD Thesis: 'The friends we make: networks, culture and institutions'* (Linked [here](#))

Supervisors: Simcha Jong, UCL and Joel Mokyr, Northwestern University. The thesis is now revised into a book manuscript *Progress: A new history in 70 essays*, under review.

#### **Northwestern University**

Visiting Doctoral Fellow, *Center for Economic History and Kellogg School of Management*, 2015-2018

#### **University College London (UCL)**

Master of Research (MRes), *UCL School of Management*, 2012-2013

#### **Indian Institute of Technology (IIT) Delhi**

Bachelor of Technology (BTech), *Production and Industrial Engineering*, 2006-2010

- Awarded National Best Paper Award for final thesis paper - Vrat, P., Jain, A., Raj, P. (2010). **Studying Competitiveness of Unorganised Retail in India**, *IIIE Industrial Engineering Journal*

## RESEARCH

My research focuses on social inclusion in markets, and I contribute through various formats, including books, research articles, and academic reports. I have received prestigious national and international grants for both quantitative and grounded research in India. Since the COVID-19 pandemic, I have increasingly studied health systems.

### GRANTS:

#### **Enablers and Obstacles for UK-India Trade: Banks and Diasporas**

UK Economic and Social Research Council (ESRC) and Indian Council of Social Science Research (ICSSR) | £406,250 | 2021-2024

Co-Principal Investigator with Sunil Kumar and Kamini Gupta, King's College London.

- Status: Surveyed 750 Indian carpet handloom businesses in Kashmir, Uttar Pradesh and Rajasthan from September 2023 to January 2024. Developmental workshops and presentations at IIM Bangalore (Sept, 2022), King's College London (July, 2023), and University of Kashmir (June, 2022, Sept, 2023). Upcoming conference in Sept, 2024 in New Delhi to release the report.

**Study of the 2019 Kumbh Religious Fair** in Prayagraj, India, world's largest human gathering. Government of Uttar Pradesh | INR 5 million | 2019

Co-Principal Investigator with G Ramesh and Ritu Tripathi, IIM Bangalore.

- Status: Report submitted. Content incorporated in IIMB's MOOC and PhD course *Evolution of Business and Markets*.

### BOOKS:

#### ***Strategy for Good: Management Rules for the 21<sup>st</sup> century***

*To be published by Westland Books in early 2025*

- This book offers a practical guide for managers aiming to navigate today's complex business environment and create a positive impact.

#### ***Progress: A new history in 70 essays***

Completed manuscript under revision (introduction linked [here](#)).

- This book charts an alternative history of progress arguing whose voice gain dominance and popularity shapes the direction of progress.

### ARTICLES:

Raj, P., Roulet, T, & Bapuji, J. (2024). **It's not who you know, but who you are: Explaining income gaps of stigmatized-caste business owners in India.** *PLOS One*. (linked [here](#))

- Featured in the *Hindu* (1, 2), *Indian Express* (1, 2), *News Minute*, *New Indian Express*, *Telegraph India* (1, 2), *Times of India*, *The Wire*.

Saranga, H., & Raj, P. (2021). **How to Manage Large-Scale Public Crises.** *Stanford Social Innovation Review*. (linked [here](#))

- Study featured by *Confederation of Indian Industry* (CII).

Raj, P. (2019). **A Brief History of the Marketplace for ideas,** *Milken Institute Review*. (linked [here](#))

**ACADEMIC REPORTS:**

Desai J., Raj, P., Subramoney, S., Suraj, A., Mukherji, A., Dayasindhu, N., Krishnan, R.T., Sastry, T., Srinivasan, R. (2022) **Karnataka @ 100: A Vision for Karnataka in 2047**. *IIM Bangalore for the Confederation of Indian Industry (CII) Karnataka*. (linked [here](#)).

- Featured in the *Business Standard, Hindu, Indian Express, and Times of India*.

Ramesh, G., Tripathi, R., Raj, P. (2021). **Prayagraj Kumbh 2019: An Integrated Assessment**. *IIM Bangalore for the Government of Uttar Pradesh*.

- Related articles in *Hindu Business Line, Deccan Herald, Quartz, and Scroll.in*, and features in *Economic Times* and *The Mint*. Used insights to co-author a broader economic vision for state, advising the government on a path towards a four-fold trillion-dollar economy (linked [here](#)).

Guy, R., Cagé, J., Gans, J., Goodman, E., Knight, B., Prat, A., Schiffrin, A., Raj, P. (2019). **Protecting Journalism in the Age of Digital Platforms**. *Stigler Center at the University of Chicago*. (linked [here](#))

- Related articles on the Indian context in *ProMarket* (1, 2). Interview on hate speech in the *NDTV, Times of India*. Report tabled in the *US Congress* influencing discourse on US antitrust policy on digital platforms.

---

**TEACHING**


---

I have designed and delivered courses at multiple levels at IIMB, from undergraduate to MBA and PhD programmes, as well as for executives, reaching over 1,000 students. I have additionally created MOOC courses for platforms like EDx and Swayam. I have co-advised four PhD students on topics such as health policy and ecosystem entrepreneurship and mentored several MBA and predoctoral students.

Courses designed:

- *Strategic Stewardship*: MBA and Executive Education course on regulatory and non-market challenges covering contemporary issues like hate speech, artificial intelligence, and digital platforms. (linked [here](#))
- *Evolution of Business and Markets*: Undergraduate, MBA, PhD and MOOC (EDx and Swayam) course on the evolution of businesses and markets, and the role of technology, institutions, culture and media in their evolution. (linked [here](#))
- *A History of Ideas*: Undergraduate course on the marketplace of ideas, its historical evolution, and how factors like information technology and media affect this marketplace

Other Courses taught: *Competition and Strategy*: MBA level, 2018-2022, *Strategy Content B*: PhD level, 2019, *Technology and Innovation Management*: PhD level, 2024.

PhD students (served as committee member):

1. Bibek Bhattacharya: “*Essays on Antecedents of Nonmarket Choices of Indian Firms*”, 11 December 2023, Strategy.
2. Deepti Sharma: “*Essays on Policy Approaches to Bridging Healthcare Deficits*”, 27 February 2024, Public Policy.
3. Manjunath A.N.: “*Entrepreneurial Agency and Regional Transformation: Old Mysore State (1881 – 1956)*”, 13 March 2024, Entrepreneurship.
4. Gaurav G.B.: “*Essays on firm capabilities: Industry, firm and individual influences*”, 26 August 2024, Strategy.

## PROFESSIONAL SERVICE

---

Services to IIM Bangalore and others:

- *Co-Chair of the 2023 India Strategy Conference* organized by IIM Bangalore in association with IIM Ahmedabad and ISB Hyderabad on the theme ‘Strategies for a Digital & Inclusive Future’
- *Coordinator of IIM Bangalore’s PhD programme* in Strategy (2019 – Present) - responsible for admissions, examination, and curriculum of IIMB’s flagship PhD program
- *Co-Founder of Project Chhaav*, an initiative by IIMA and IIMB communities to distribute health kits to rural health workers during the peak of the COVID-19. Reached >120,000 workers by 2022. Featured in the *Economic Times*, *Mid Day*, and the *Daily Pioneer*. (2021 – 2022)
- *Member of IIM Bangalore’s Committee to Design UG Programme* (2021) - designed the curriculum of the school’s upcoming undergraduate programme
- *Member of IIM Bangalore’s Diversity and Inclusion Committee* (2019 – 2022) - promoted diversity and inclusion of persons from marginalized backgrounds or with disabilities

Services to journal review and other professional services:

- *Advisory board member, Research in the Sociology in Organizations* (2021 – Present)
- Reviewer for international journals and conferences including *Academy of Management*, *Business & Society*, *Explorations in Economic History*, and *Organization Science*
- *Co-Founder of Action to Improve Representation (AIR) Writing and Mentorship Workshop* to promote the inclusion of scholars from marginalized background in Indian management academia (2022 – Present)
- *Academic Advisory Board of the School of Business and Law in Navrachana University, Vadodara* (2024 – Present)
- *Advisor to the Karnataka State Public Planning Commission (KSPPC)* for its government and budget recommendations on setting up District Level Incubation Centers (January 2024) across all districts of Karnataka

Relevant scholarships and awards received:

- *Young Faculty Research Chair, Strategy*, at IIM Bangalore (2018-2021)
- *Research Funding from Stigler Center for the Study of the Economy and the State, University of Chicago* (2016-18), in support of research, work, and study on historical evolution of market place of ideas and the caste system in India.
- *PhD Scholarship*, fully funded to complete PhD at *UCL School of Management* (2012-17)

## INVITED TALKS AND SEMINARS

---

Invited for talks and seminars at various Indian and international institutions:

- *Chulalongkorn University, School of Integrated Innovation, Bangkok*: “Lessons in Creating Markets: From Amsterdam to Bengaluru” on August 20, 2024.
- *University College London, Global Business School of Health*: “Excellence in Missions, Inefficiency in Routines: Understanding the Paradox of Indian Organizations” on June 6, 2024.
- *St Joseph’s University, Bangalore*: “The Past, Present, and Future of Democracy in India” on April 26, 2024.
- *University of Chicago, Stigler Center Affiliate Fellow Virtual Workshop*: “Time Constraints and Echo Chambers” on January 17, 2024.

- *Cardiff Business School, Department of Entrepreneurship and Innovation*: “Census and Salience of Caste: India’s Imagined Communities” on September 26, 2023.
- *University of Chicago, Stigler Center Affiliate Fellow Virtual Workshop*: “Role of Vertical Interindustry Linkages in Capabilities Spillover and Firm Heterogeneity” on April 5, 2023.
- *King’s College London, UK India Trade Virtual Seminar*: “Capability Spillovers and Its Implications on Heterogeneity in Capabilities” on February 2, 2023.
- *Confederation of Indian Industry (CII) Karnataka Annual Meeting*: “Karnataka @ 100: A Vision for 2047” on March 6, 2023.
- *Confederation of Indian Industry (CII) Karnataka CSR Conclave*: “Corporate Strategic Stewardship” on March 3, 2023.
- *Federation of Karnataka Chambers of Commerce and Industry (FKCCI), Bengaluru*: “Pushing Karnataka to the Frontier” on June 17, 2022.
- *Banaras Hindu University, Department of Economics*: “Path to UP’s Trillion-Dollar Economy” on April 27, 2022.
- *University of Kashmir, Department of Management Studies*: “Evolution of Business: Role of Networks and Hierarchies” on April 21, 2022.
- *Peking University, Department of Economics Virtual Seminar*: “It Is Not Who You Know But Who You Are: Lessons from Dalit Entrepreneurs” on April 15, 2021.
- *World Health Parliament (Virtual)*: “Indian Healthcare in the Broader Developmental Context” on January 21, 2021.
- *Economic History of Developing Regions Seminar (Virtual)*: “Trade and Information Shocks and Market Development: Evidence from Early Modern Europe” on November 26, 2020.
- *University of Oxford, TMCD-SBS Joint Workshop*: “Measuring the Historical Evolution of Mass Media” on June 11, 2018.
- *Stanford University, Hoover Institution Seminar*: “A History of the Fourth Estate and Journalism” on May 30, 2018.
- *Stanford University, Economic History Lunch Seminar*: “Trade and Information Shocks and Market Development: Evidence from Early Modern Europe” on October 5, 2016.

## CONFERENCE PRESENTATIONS

---

Presentations at international conferences:

- *International Conference on Corporate Governance and Sustainability*: “Role of Formalization in the Rise of Firms and Markets,” Indian Institute of Management Bangalore, January 13, 2024.
- *India Strategy Conference*: “Workshop in Quantitative Research Design,” Indian Institute of Management Bangalore, December 14, 2023.
- *ANZAM Conference*: “Implications of Capabilities Spillovers in Vertical Linkages for Heterogeneity in Firm Capabilities,” Victoria University of Wellington, December 6, 2023.
- *Stigler Center Affiliate Fellows Conference*: “Measuring the Impact of Lithography on Non-Alphabetic Societies,” University of Chicago, September 21, 2023.
- *Academy of Management (AOM) Annual Meeting (Virtual)*: “Role of Vertical Interindustry Linkages in Capabilities Spillover and Firm Heterogeneity,” August 8, 2023.
- *India’s Political Economy Workshop*: “Enablers and Obstacles for UK-India Trade: Role of Credit and Networks,” King’s India Institute, King’s College London, June 15, 2023.
- *Stigler Center Affiliate Fellows Conference*: “Measuring the Marketplace for Ideas in Non-Alphabetic Societies,” University of Chicago, September 24, 2022.
- *European Group for Organization Studies (EGOS) Conference*: “Unbreakable Glass Ceiling: Lessons from Dalit Entrepreneurs,” Vienna, July 7, 2022.

- *Academy of Management (AOM) Annual Meeting (Virtual): "Unbreakable Glass Ceiling: Lessons from Dalit Entrepreneurs,"* August 3, 2021.
- *Business-Government Virtual Workshop: "Corporate Strategic Stewardship,"* ESSEC Business School, March 11, 2021.
- *Society for Institutional and Organizational Economics (SIOE) Conference (Virtual): "Is What is Good for Business Also Good for the Market?"* June 18, 2020.
- *International Conference on Indian Business and Economic History: "Census and Salience of Caste: India's Imagined Communities,"* Indian Institute of Management Ahmedabad, August 30, 2019.
- *Academy of Management (AOM) Annual Meeting: "It Is Not Who You Know But Who You Are: Lessons from Dalit Entrepreneurs,"* Boston, August 12, 2019.
- *Stigler Antitrust and Competition Conference: "Protecting Journalism in the Age of Digital Platforms,"* University of Chicago, May 15, 2019.
- *World Economic History Congress (WEHC): "Trade and Information Shocks and Market Development: Evidence from Early Modern Europe,"* Boston, August 1, 2018.
- *CAGE/IAS Culture, Identity & Economic Development Summer School: "Census and Salience of Caste: India's Imagined Communities,"* University of Warwick, June 27, 2018.
- *Society for Institutional and Organizational Economics (SIOE) Conference: "Trade and Information Shocks and Market Development: Evidence from Early Modern Europe" (Cancelled),* Montreal, June 22, 2018.

---

## ONGOING RESEARCH

---

***The history and the future of embeddedness*** (with Marc Ventresca, University of Oxford)  
 Status: Edited volume under preparation for *Research in the Sociology in Organizations*

**Implications of Capability Spillovers in Vertical Linkages for Heterogeneity in Firm Capabilities**  
 (with Gaurav GB and Sai Yayavaram, IIM Bangalore) (AOM abstract linked [here](#))  
 Status: Submitted to *Research Policy*.

**Enabling Role Ambiguity: Explaining excellence in missions, inefficiency in routines**  
 Status: Under preparation. (PPT linked [here](#))

**Role of trade and information shocks in market development**  
 Status: To be submitted to *The Journal of Economic History*. Part of book manuscript. (linked [here](#)).  
 Articles in *Economics*, *LSE Business Review*, *Naked Capitalism*, *ProMarket*, and *VoxEU*. Interview in *Bloomberg*.

**Census and Salience of Caste: India's imagined communities** (with Paola Sapienza, Northwestern University and Luigi Zingales, University of Chicago) (linked [here](#))  
 Status: Under preparation. Part of book manuscript.

**Emergence of cooperation among strangers**  
 Status: To be submitted to *PNAS*. (linked [here](#))

## **MEDIA WRITING AND INTERVIEWS, PODCASTS, OTHER ESSAYS**

---

I have built an active media and social media presence, with focus on my research and research-related topics as well as on social issues (including LGBTQ+ and hate speech). Wrote over 50 articles in English and Hindi media, covering themes such as healthcare, technology, history and development. Interviewed regularly in the media, including *Bloomberg*, *Economic Times*, *Forbes India*, *Hindu*, *Hindu Business Line*, *Mint*, *NDTV*, *Outlook*, *Telegraph India* and *Times of India*.

### **Healthcare system and COVID-19 pandemic**

- "The Post-Pandemic World, Lay-offs and Recession" (interview) - IIMB Podcast - Sept 10, 2023
- "What America's dramatic turnaround can teach India" (with Anjul Khadria) - Forbes India - June 17, 2021
- "How to Manage Large Scale Public Crises" (paper coverage) – CII Blog, June 14, 2021
- "How Twitter weakened India's information ecosystem" - ProMarket - May 7, 2021
- "Indian Healthcare in the broader development context" – World Health Parliament, Patrika – Jan 21, 2021, Feb 1, 2021
- "The Indian economy in the wake of COVID-19" (interview) - IIMB Podcast - July 12, 2020
- "India's Covid-19-led reverse migration could be an opportunity for its Hindi heartland" (with Rishiksha Krishnan) - Scroll.in, Quartz - June 21, 2020, June 16, 2020
- "The silent crisis of India's healthcare sector" – IIMB Turn Turn – May 5, 2020
- "Why do migrants get such a raw deal?" (with Manaswini Bhalla and Trilochan Sastry) - Hindu Business Line - May 12, 2020
- "Need to Improve Emergency Funding in India" - BW Business World - Apr 17, 2020
- "Real Indian priorities that politics does not prioritize" - Mint - June 19, 2019

### **Business and Society**

- "Caste Price: Editorial on social capital doing little to enhance income of Dalit business owners" (editorial board) - The Telegraph, Aug 16, 2024
- "Impact of institutional stigma on Dalit business owners' earning capacity" (feature) – The Hindu, Aug 14, 2024
- "Dalit business owners experience income gap of 16%" (paper coverage) – Hindu, Indian Express (1, 2), News Minute, New Indian Express, Telegraph India, Times of India, The Wire, Aug 10, 2024, Aug 11, 2024, Aug 12, 2024, Aug 19, 2024
- "ESG Calls For A Pro Ecosystem Approach" - Outlook Business - Mar 25, 2023
- "Empathy, adaptation, and bottom-up approach: 3 ways to design businesses better" (with Vikram Kohli) - Forbes India - Sept 13, 2022
- "How should a manager balance responsibility towards shareholders and society?" - Forbes India - Sept 21, 2021
- "Fighting forces that shackle Dalit businesses" (with Pankaj Anand) - Hindu Business Line - Aug 1, 2019
- "How to come up with strategy under true uncertainty?" - LSE Business Review - Sept 2, 2016

### **Political economy of information technology**

- "How corporate India can help beat hate speech" (interview) - The Times of India podcast - Aug 23, 2023
- "'We really mean it...': IIM-Bangalore professor who penned letter critiquing corporate funding of 'hate speech'" (interview) - Indian Express - Aug 11, 2023
- "Open letter to corporate India to defund hate speech" - Open letter - Aug 8, 2023

- “Prime Time with Ravish Kumar: Right-Wing "Trads" And How They Spread Hate Online” (interview) – NDTV – Jan 12, 2022
- "We need to deal with WhatsApp's misinformation problem" - ProMarket - July 8, 2019
- "This explains why modern markets developed where they did" (interview) - Bloomberg - Jan 15, 2018
- "The role of trade and information technology in the decline of merchant guilds" - VoxEU - Jan 4, 2018
- "How Markets in Europe Opened Up as Guild Monopolies Declined in the Sixteenth Century?" - Naked Capitalism, Evonomics - Aug 20, 2017, July 29, 2017, July 21, 2017
- "Can Narratives Shape Society?" - ProMarket - Apr 11, 2017
- "Does Regulation Build Trust or Entrench Cliques" - Finmag, ProMarket - Mar 22, 2017, Mar 8, 2017
- "Role of Narratives in Economics" - ProMarket - Feb 13, 2017

### **Socio-economic development**

- “A blueprint for creating good jobs in India” – Forbes India – July 2, 2024
- “Marriage Equality: We won’t win the battle from the shadows” – Indian Express – Oct 20, 2023
- "A vision for Karnataka @ 100" (interview) - The Hindu, The Times of India - June 12, 2023, June 14, 2023
- "Queer rights are essential for the progress of the nation" - Times of India - Apr 23, 2023
- "Transparency, participation, and accountability: Three ways to fix Indian cities" - Forbes India - Nov 26, 2021
- "Universal Basic Wealth is a better option to protect the vulnerable poor" - Forbes India - Sept 3, 2021
- "Reimagining India into economic clusters to boost growth" - Deccan Herald - Oct 14, 2019
- "To stop Lynchings...North India needs investments" - Hindu Business Line - July 1, 2019
- "Politics of substance" - Hindu Business Line - May 30, 2019
- "What do voters want? Better job opportunities tops the list" - Hindu Business Line - Apr 18, 2019

### **Historical perspective**

- “Indian democracy needs a reinvigorated civil society” – South First, June 8, 2024
- "Homophobia is a colonial legacy – government must break from it clearly" - Deccan Herald, Indian Express - Apr 12, 2023, Mar 28, 2023
- "TN’s sui generis development model" (with Prassanna Venkatesh B.) - Hindu Business Line - Dec 16, 2020
- "Gandhi’s relevance in a populist world" (with Kamini Gupta) - Forbes India - Oct 7, 2020
- "Age of Human Dignity" - Deccan Herald - Feb 1, 2020
- "South India's growth model is worth emulating" (with Shruthi Mohan Menon) - Hindu Business Line - Sept 14, 2019
- "Hindi Heartland needs an urban revolution" - Hindu Business Line - Mar 13, 2019
- "Prize-Winning Innovations in Measuring Civic Capital and its Effects" - ProMarket - Mar 22, 2018
- "A Tale of Two Cities- Hamburg and Lübeck" - LSE Business Review, ProMarket - Feb 12, 2018, Nov 13, 2017
- "Antimonopoly is as old as the Republic" - ProMarket - May 22, 2017