



H A R V A R D | B U S I N E S S | S C H O O L

Akshay Mangla
Harvard Business School
Morgan Hall 287, Soldiers Field Road
Boston, MA 02163
(617) 496-5512

ACADEMIC APPOINTMENTS

- July 2013 Harvard Business School, Assistant Professor of Business Administration
Business, Government and the International Economy Unit
- Spring 2013 Massachusetts Institute of Technology, Graduate Instructor, Department of Political Science

EDUCATION

- 2013 Massachusetts Institute of Technology, Ph.D. in Political Science
- 2004 University of Oxford, Saïd Business School
M.Sc. in Management Research
Graduated with Distinction, Finished first in M.Sc. program
- 2003 University of Pennsylvania, The Wharton School and College of Arts & Sciences
B.A. in Philosophy and B.S. in Economics with Concentration in Finance
Graduated *summa cum laude* with Distinction in philosophy
- Fall 2001 University College London, London, UK
Semester study abroad program in philosophy

BOOK PROJECT

Inside the State: Bureaucratic Norms and Primary Education in Rural India (in progress)

When and how do public institutions work effectively on behalf of the poor? This book analyzes the implementation of universal primary education in rural India. It advances a new theoretical argument that highlights the role of bureaucracy in public service provision. Historical documents and elite interviews at the national level show that India's universal primary education program was forged outside of the electoral arena by a coalition of committed bureaucrats. These officials worked gradually over two decades, drawing on international norms and networks to gain domestic political support. Policy implementation, however, remained under the purview of state governments. Through sub-national, comparative research, I trace the implementation process within three carefully-selected states in the Hindi belt region of north India. Notwithstanding the same formal institutions and administrative structures, I find that public agencies operate according to distinct bureaucratic norms, unwritten rules that guide how officials behave and relate to citizens. Deliberative agencies, which foster collective problem-solving, are found to implement primary education more effectively, as they can adapt policies to suit local needs and elicit complementary input from citizens. Legalistic agencies, by contrast, promote the strict adherence to rules, procedures and hierarchies,

responsive to orders from above but less effective in service delivery. The findings draw on more than two years of fieldwork in rural India, including 500 interviews and focus group discussions with state officials, civic agencies, parents and school teachers, along with participant observation inside state agencies and village ethnography. While previous research emphasizes the formal design of institutions, this book highlights the everyday norms and practices inside the state that influence policy implementation. In so doing, it advances our understanding of the state and public service provision in poor democracies.

PUBLICATIONS

Peer-Reviewed Journal Articles

“Bureaucratic Norms and State Capacity in India: Implementing Primary Education in the Himalayan Region,” *Asian Survey*, 55 (5): 882-908, Special Issue on State Capacity in India, September/October 2015.

“Virtue out of Necessity?: Compliance, Commitment and the Improvement of Labor Conditions in Global Supply Chains,” *Politics & Society*, 37 (3): 319-351, September 2009 (co-authored with Richard Locke and Matthew Amengual).

Academic Papers in Progress

“Bureaucratic Politics and Education Policy in India,” Book Chapter, Revised October 2015.

“Mobilizing Culture for Public Action: Community Participation and Child Rights in Rural Uttar Pradesh,” Harvard Business School Working Paper No. 14-100, April 2014.

“*Sarva Shiksha Abhiyan* meets *Sarva Samaj*: The Politics of Education and Caste in Rural Uttar Pradesh,” Working Paper, November 2014.

Book Reviews

Review of "Informal Labor, Formal Politics, and Dignified Discontent in India," by Rina Agarwala, *Industrial and Labor Relations Review*, 67 (4), October 2014.

Media Commentary and Other Publications

“Local Initiative Key Quality Education,” Interview with *Business Standard*, January 9, 2016.

“Public Purpose and Accountability in the Indian State,” *India in Transition*, Center for the Advanced Study of India, University of Pennsylvania, December 1, 2014.

“Sanitation and State Capacity,” *Indian Express*, October 14, 2014.

“Laptops no Substitute for Quality Education,” *Lucknow Tribune*, March 19, 2013.

“Understanding Child Labor in India,” *Perspectives on Work*, 13(1):13-16, Summer 2009.

“Preventing Child Labour in the U.P. Carpet Belt,” *Case Studies of Development in Practice*, New Delhi: UNICEF India, 2007, (co-authored with Diksha Gupta and Afsoon Houshidari).

Cases and Teaching Materials

“Inclusive Growth in India: The State and Education,” Harvard Business School Case 715-049, March 2015 (Revised December 2015).

INVITED PRESENTATIONS

- “Re-thinking the Indian State: A Field-based Perspective.” Guest Lecture, Political Economy of Development, Harvard Kennedy School, November 10, 2015.
- “Bureaucratic Politics and Democratic Rights: Forging a Right to Education in India.”
- Joint Seminar on South Asian Politics, Brown University, October 3, 2014
 - Center for the Advanced Study of India, University of Pennsylvania, December 5, 2014.
- “Bureaucratic Norms and Public Service Delivery.” Accountability Initiative Seminar Series, Centre for Policy Research, New Delhi, India, June 12, 2014.
- “A State of Ideas: India’s Tryst with Universal Primary Education.” Conference on South Asian Development, National University of Singapore, July 21, 2014
- “India’s Adoption of Universal Primary Education Policy.” Guest Lecture, Ashoka University, Sonapat, India, December 10, 2014.
- “Making the Right to Education Effective: Strategies, Constraints, Outcomes.” Panel Discussion, The Hindu Centre for Politics and Public Policy, Chennai, India, January 8, 2014.
- “Development for Whom?” Guest Lecture, Politics of India: Democracy, Diversity and Development, Boston College, November 20, 2013.
- “Sarva Shiksha Abhiyan Meets Sarva Samaj.” Caste Today: The University of Oslo’s Fifth Annual Contemporary India Seminar, Oslo, Norway, September 12, 2013.
- “Bureaucratic Norms and Civic Engagement: Implementing Universal Primary Education in India’s Himalayan Region.” Presented at:
- Conference on Subnational Research in Comparative Politics, Watson Institute for International Studies, Brown University, May 9, 2013.
 - Conference on State Capacity in South Asia, South Asia Colloquium, University of California, Berkeley, April 7, 2013.
 - Jai Bharat Center, New Delhi, India, February, 2, 2013.
 - Department of Economics, Lucknow University, India, January 30, 2013.
- “Mobilizing Culture for Public Action: Community Participation and Child Rights in Rural Uttar Pradesh.” Yale Modern South Asia Workshop, South Asia Studies Council, Yale University, April 9, 2011.
- “Poverty and Public Service Delivery in India.” Guest Lecture, Politics of India (Government 1255), Department of Government, Harvard University, November 16, 2011.
- “Governing Child Labor in a Global Supply Chain: Insights from a Child Labor Intervention in India’s Carpet Industry.” Paper presented at Just Supply Chains Conference, Program on Global Justice, Stanford University, May 16, 2008.
- “UNICEF-IKEA *Bal Adhikar* Initiative.” Knowledge Community on Children in India, UNICEF, New Delhi, India, August, 18, 2006 (with Diksha Gupta and Afsoon Houshidari).

CONFERENCE PRESENTATIONS

- “Development, Economic Liberalization, and the Postcolonial State in India.” Panel at the Annual Conference on South Asia, Center for South Asia, University of Wisconsin-Madison, October 22, 2015.
- “Bureaucratic Norms and Civic Engagement.” Conference panel on “Micro-Perspectives on State Performance,” APSA Annual Meeting, Chicago, IL, September 1, 2013.
- “Peasants into Literates: Deliberative Norms and Primary Schooling in Himachal Pradesh.” The Annual Conference on South Asia, Center for South Asia, University of Wisconsin-Madison, October 13, 2012.
- “Welfare of the Voiceless: How the State, NGOs and Women’s Groups Advance Primary Education in Rural

India.” Conference panel on “Democracy and Development: A Comparative Analysis of Indian States,” APSA Annual Meeting, Washington, D.C., September 4, 2010.
“Social Hierarchies, Local Politics, and Child Welfare: Understanding the Prospects and Limitations of NGO Interventions in Rural Uttar Pradesh.” Conference panel on “Subnational Politics in India: Policy and Public Goods,” MPSA Annual Meeting, Chicago, IL, April 3, 2008.

AWARDS AND HONORS

2009-10 Priscilla M. Boughton-Stanley A. Kochanek Graduate Fellowship in India Studies, American Institute of Indian Studies
2008-09 U.S. National Security Education Program David L. Boren Fellowship
2008 Carroll Wilson Award, MIT Entrepreneurship Center
2007 MIT-India Research Grant
2006-07 MIT Center for International Studies Summer Research Award
2006 Ithiel de Sola Poole Fellow, MIT Department of Political Science: Awarded annually to one outstanding first year doctoral student
2005-06 MIT Presidential Fellow
2005-10 MIT Graduate Fellowship, Department of Political Science
2003 Phi Beta Kappa
2002 Zicklin Center for Business Ethics Research Summer Fellowship, The Wharton School, University of Pennsylvania

TEACHING

2014 - 2016 Business, Government and the International Economy, Harvard Business School
First-year course in the MBA required curriculum.
Spring 2013 Graduate Instructor, Qualitative Research: Design and Methods, MIT Department of Political Science.
Fall 2011 Teaching Assistant, Prof. Richard Locke, Entrepreneurship and Sustainable Economic Development, MIT Sloan School of Management.
Fall 2010 Teaching Assistant, Prof. Roger Petersen, Thesis Research Design Seminar, MIT Department of Political Science.
Spring 2008 Teaching Assistant, Prof. Uday Mehta, Political Philosophy: Theories of Justice, MIT Department of Political Science.
Fall 2007 Teaching Assistant, Prof. Richard Locke, Qualitative Research: Design and Methods, MIT Department of Political Science.

PROFESSIONAL ACTIVITIES

Member of the Steering Committee: South Asia Institute, Harvard University
Co-Director: Brown-Harvard-MIT Joint Seminar on South Asian Politics
Faculty Leader, Harvard Gender Violence Project
Reviewer: *Comparative Politics, Governance, Industrial and Labor Relations Review, Policy and Society, Review of International Studies*, Yale University Press
Member: American Political Science Association, International Political Science Association, American Sociological Association, Society for the Advancement of Socio-economics