



**Sam Houston State University**

## **Expert Consultation Letter**

Author: Sanjay S. Mehta, Ph.D.  
Professor, Management, Marketing, and Information Systems  
Sam Houston State University, Huntsville, TX

## **EDUCATION**

Ph.D. (May 1999), University of North Texas (UNT), Denton, TX  
Graduated with a Doctorate of Philosophy degree in Business Administration  
Major: Marketing; Minor: Management Science  
Completed course work for a Doctorate of Philosophy degree in Business Administration  
Major: Management Science; Minor: Research Methods

M.S. (December 1993), University of North Texas (UNT), Denton, TX  
Graduated with a Master of Science degree in Interdisciplinary Studies  
Major: Management Science; Minors: Economics and Education

M.B.A. (May 1989), Angelo State University (ASU), San Angelo, TX  
Graduated with a Master of Business Administration degree  
Major: Management; Minor: Information Systems

B.S. (May 1987), Angelo State University (ASU), San Angelo, TX  
Graduated with a Bachelor of Science degree  
Major: Mathematics; Minors: Computer Science, Physics, and Business Administration

## **USA ACADEMIC EXPERIENCE**

Sam Houston State University (SHSU), Huntsville, TX  
Department of Management, Marketing, and Information Systems  
Professor (2008 – present), Associate Professor (2002-08) and Assistant Professor (1997-02). Received tenure in 2002.



**Sam Houston State University**

University of Texas of the Permian Basin (UTPB), Odessa, TX

School of Business

Lecturer (1994-1997)

University of North Texas (UNT), Denton, TX

Department of Marketing

Teaching Fellow (1992-1994) and Teaching Assistant (1991-1994)

Department of Business Computer Information Systems

Teaching Fellow (1990-1992) and Teaching Assistant (1992-1994)

University of Texas (UTSA), San Antonio, TX

Division of Mathematics, Computer Science, and Statistics

Research Assistant (1989-1990)

Angelo State University (ASU), San Angelo, TX

Division of Adult and Continuing Education

Instructor (1988-1989)

Mathematics Department

Graduate Assistant (1987-1989), Math & Microcomputer Lab Assistant (1984-1987)

## **INTERNATIONAL ACADEMIC EXPERIENCE**

Kazakhstan Institute of Management, Economic, & Strategic Research, Almaty, Kazakhstan

Taught courses to both undergraduate and graduate students

La Universidad Iberoamericana, Puebla, Mexico

Taught courses to business students from both USA and Mexico

## **NATIONAL/INTERNATIONAL SEMINARS CONDUCTED**

Invited speaker at Apeejay University, Sona, India on “The Institutionalization of Academic Community Engagement (ACE): A Viable Pedagogy for Apeejay Stya University”

Invited speaker at Faculty Colloquium Series at the Indian Institute of Technology, New Delhi, India on “My Personal Journey as an Entrepreneur in USA”

Invited speaker at Faculty Colloquium Series at Apajee Institute of Management, New Delhi, India on “Academic Community Engagement (ACE): A Viable Pedagogy for Business Education”

Invited speaker at Faculty Research Seminar at the Kendal College, Chicago, IL on “Misuse and abuse of GIS Technologies”



Invited speaker at Faculty Research Seminar at the Kazakhstan Institute of Management, Economic, and Strategic Research, Almaty, Kazakhstan on “Business Application of Geographic Information Systems”

Invited speaker at Faculty Colloquium Series at the University of Southern Queensland, Toowoomba, Australia on “Application of Geographic Information Systems in Business”

Conducted a two-day Executive Development Seminar at Singapore for the Marketing Institute of Singapore on “E-commerce and Internet Marketing”

## **CONSULTING**

Proeats, LLC DBA Taco Bell (2008-present), Owners - Sanjay S. and Gurinderjit B. Mehta, Planning, Implementing, and Controlling the daily operations and strategic direction of a Chain of Taco Bell Restaurants in and around Orlando FL.

Mehta & Associated (2000-present), Owner – Sanjay S. Mehta, providing consulting services to small and medium enterprises in Strategy Development.

Kavanaugh & Associates (2010-19), Owner - Joseph Kavanaugh, assisted in the analysis of an Organizational Environment Survey and the Denison Organizational Culture Survey for the City of Houston Building Services Employees. Assisted in the analysis of the Denison Organizational Culture Survey for Bridgeway Software (a private organization that writes software for lawyer offices and DOL). Assisted in the analysis of the Denison Organizational Culture Survey for Stress Engineering (a firm that specializes in field services within the oil industry).

Founding Board Member of the Montgomery Youth Soccer Club (2007-09), a non-profit organization in Montgomery TX.

Business Plan Development (1999-2000), IndiaConnection.Com, Chief Executive Officer - Sanjay K. Khurana. An e-Commerce business for Asian Indians around the world. Primary purpose was to seek seed money from venture capitalist.

Image and customer satisfaction study (1996-97), Kent Kwik Convenience stores and AVIS Lube centers, Owner - Bill Kent.

## **ACADEMIC HONORS**

Sam Houston State University David Payne Excellence in Community Engagement Award (2016).

Federation of Business Disciplines Outstanding Educators Award (2016), Association of Collegiate Marketing Educators Conference.



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Teaching Excellence Award (2015), Marketing Management Association.  
Outstanding Faculty Contributions to Service-Learning Instruction in Higher Education (2015),  
Gulf South Summit.  
Sam Houston State University Excellence in Research Award (2004).  
Listed in Who's Who in Business Higher Education (2003)  
Allied Academics Distinguished Research Awards (2000) & (2002)  
Listed in Who's Who Among America's Teachers (1998), (2002), (2004), and (2005)  
The Management Science Academic Excellence Award (1991)

### **REVIEWER/EXAMINER**

Review Portfolio for Marketing Faculty seeking promotion to Full Professor at:

The University of Texas, Tyler TX  
Texas State University, San Marcos, TX  
Lamar University, Beaumont, TX

Examiner for Ph.D. dissertations at:

Central Queensland University, Rockhampton, Australia.  
Macquarie University, Sydney, Australia.  
University of South Australia, Adelaide, Australia  
University of Mauritius, Réduit, Republic of Mauritius.  
The University of Newcastle, Callaghan, Australia.  
University of Southern Queensland, Toowoomba, Australia.

Reviewer for Academic Journals

Journal of Business Strategies  
Journal of Business and Entrepreneurship  
Journal of International Business and Entrepreneurship Development  
International Journal of Internet Marketing and Advertising  
Journal of International Business Research  
International Journal of Electronic Business  
Journal of Business and Entrepreneurship  
Federation of Business Decisions Journal  
Journal of Developing Areas  
Journal of Business Research  
Journal of Global Business Advancements  
Journal of Asian Marketing



**Sam Houston State University**

Journal of Retailing and Consumer Services

Benchmarking: An International Journal

International Journal of Sports Marketing & Sponsorship

Journal of Marketing Channels



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To Whom It May Concern:

I have been asked to provide my expert opinion about whether the nature of the work to be done Construction Project Manager role at GMS Roofing and Construction LLC requires someone of extraordinary ability and whether Alberto Berdud Ricardo's prior work experience qualified him for the position. This is being submitted as an advisory opinion in accordance with 8 CFR 214.2(o)(5).

I am providing this professional opinion based on my 30+ years of experience as an academic within the College of Business Administration at Sam Houston State University.

I certify under penalty of perjury that I have earned a Doctor of Philosophy degree in Business Administration from The University of North Texas in Denton, TX. Additionally, I have a Master of Science degree in Interdisciplinary Studies from The University of North Texas in Denton, TX, a Master of Business Administration degree in Management from Angelo State University, San Angelo, TX, and a Bachelor of Science degree in Mathematics from Angelo State University, San Angelo, TX.

I am a progressive academic leader with a strong consulting background and significant experience in both domestic and international higher education. According to Google Scholar, 100+ scholars have cited my research 1,300+ times. I have conducted numerous workshops/seminars, evaluated Ph.D. dissertations, reviewed articles for journals, organized conferences, and participated in study abroad programs. To date, I have published 50 journal articles, 5 book chapters, 3 case studies, reviewed, and contributed to 20 textbooks, and made 173 presentations at conferences.

At the University, I have served as chair/member of the marketing curriculum committee, faculty search committee, college accreditation committee, engaged scholar committee, department tenure and promotion committee, and critical thinking committee. Additionally, I am a mentor and advisor to over a dozen students each semester.

With over three decades of academic experience, I have taught a variety of courses in several disciplines. These include Introductory Marketing, Marketing Research, Marketing Strategy, E-Marketing, International Marketing, Logistics Management, Sports Marketing, Promotion, Retail Management, Channel Management, Sales Management, Marketing Management, Management Science, Statistics, Business Mathematics, Entrepreneurship, etc.

### **Requirements for Construction Project Manager Position**

GMS Roofing and Construction LLC operates as a family-owned and operated enterprise, boasting over 30 years of collective experience. The company places significant emphasis on meticulous attention to detail, professionalism, and the delivery of exceptional customer service across every project undertaken. Specializing in a diverse array of services, ranging from roofing repairs and



replacements to residential remodeling and new constructions, GMS Roofing and Construction LLC is equipped to handle projects of any scale. The company prides itself on offering competitive pricing and cost-effective solutions to its clientele.

The Construction Project Manager's main responsibilities are:

- To oversee and manage construction projects from start to finish
- Safety: To monitor and ensure on-site safety standards and guidelines are met
- Quality: To monitor work and materials to ensure quality control standards are met at various stages of the project

Construction Project Managers also coordinate and manage on-site labor/carpenters, suppliers, materials, and subcontractors' staff. They perform inspections and schedule special inspections with appropriate testing agencies, ensuring compliance with building codes, regulations, and safety standards. Reviewing and interpreting all project plans, blueprints, and specifications is essential to ensure project alignment.

Moreover, Construction Project Managers maintain a written log of job actions performed, materials expended, and problems resolved on the job site through daily reports. They perform quantity takeoffs and place orders for materials to be used on-site, closely monitoring the construction schedule and working with all project team members to ensure deadlines are met. Coordinating pre-construction meetings with all consultants and subcontractors, attending progress meetings, and maintaining accurate project documentation are key aspects of their role.

Furthermore, effective communication with clients, subcontractors, and team members is vital. Coordinating the delivery and pickup of required rental equipment, identifying and resolving problems and conflicts, and setting an example in keeping the job site organized and clean are additional responsibilities undertaken by Construction Project Managers.

These responsibilities necessitate the expertise of an individual with significant executive-level experience in the construction and architecture industry, coupled with extraordinary knowledge and skills. The absence of such qualifications would pose significant risks to GMS Roofing and Construction LLC, both as a company and as an employer.

### **Alberto Berdud Ricardo's Qualifications for the Construction Project Manager Position**

Alberto Berdud Ricardo has demonstrated extraordinary abilities while performing the following roles:

- CEO and General Manager for GAJ CONSTRUCCIONES S.A. A letter from Jonatan Josue Davila, the Owner and President of the company, described his exceptional ability to



lead teams effectively and manage construction projects due to his solid technical knowledge in architecture and company management.

- Senior Architect for CONSTRUGAL INGE LEZARCOM S.A. A letter from Engr. Jose Lescano, the company's General Manager, extols his capacity to solve specific challenges in management and execution of work and his excellence in the field of project management.
- Senior Architect and Project Manager for CREVER S.A. A letter from Javier Garcia indicates his leadership skills in managing a group of architects, designers, engineers and promotes to perform more than 30 interventions throughout the city, which ranged from restorations and remodeling processes to the construction of new buildings.
- Advisor -Researcher for School of Construction of the Ignacio Agramonte Loynaz University of Camagüey (Cuba). A letter from Irenia Fuster Victoria, a Professor in Architecture at the University of Camaguey, attested that he has vast experience as a Construction Specialist for 20 years which proved him to be an excellent guide and educator.

Alberto Berdud Ricardo has performed critical roles on which he managed essential functions of major organizations. He has made substantial contributions to the success of his employers and has risen to the top of the architecture and construction project management field as a result of his extraordinary knowledge, skills and abilities.

### **Summary**

It is my expert opinion that the Construction Project Manager position at GMS Roofing and Construction LLC can only be performed by a person with extraordinary abilities. The position plays a crucial role in overseeing and coordinating all aspects of construction projects from start to finish. Their responsibilities encompass a broad range of tasks to ensure projects are completed on time, within budget, and according to specified quality standards. The role requires a combination of technical knowledge in construction, engineering, or architecture, along with strong leadership, communication, and project management skills. A position of this importance to the overall success of the company demands the highest level of knowledge, skills and abilities in architecture and construction project management.

It is also my expert opinion that Alberto Berdud Ricardo has demonstrated that he is a top architect and project manager with extraordinary abilities and experience. The previous job positions he has acquired make him very well qualified to perform the duties of the Construction Project Manager.





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Please feel free to contact me if you have any questions or concerns.

Sincerely,

Sanjay S. Mehta, Ph.D.

Professor, Management, Marketing, and Information Systems

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February 13, 2024