

**ABHAY SHAH, PhD
PROFESSOR OF MARKETING
HASAN SCHOOL OF BUSINESS
COLORADO STATE UNIVERSITY – PUEBLO**

Business Address:

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Colorado State University-Pueblo
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Pueblo, CO 81001
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EDUCATION

Ph.D. in Business Administration, May 1991, Oklahoma State University, majoring in Marketing, with Research Methods and Economics as minors.

MBA, 1983, University of Evansville, Evansville, Indiana.

B.A. (Honors) in Economics, December 1979, St. Xavier's College, Calcutta University, India.

ADMINISTRATIVE EXPERIENCE

July 2018 – Present. Associate Dean, Hasan School of Business, Colorado State University – Pueblo.

January 2018 – June 2018. Interim Dean, Hasan School of Business, Colorado State University – Pueblo.

March 2015 – January 2018. Associate Dean & Faculty Chair, Hasan School of Business, Colorado State University – Pueblo.

August 2007 – March 2015. Area Coordinator for the Marketing and Management department, Hasan School of Business, Colorado State University – Pueblo.

January 2012 – March 2012. Acting Dean, Hasan School of Business, Colorado State University – Pueblo.

August 2010 – August 2012. Interim Chair, Hasan School of Business, Colorado State University – Pueblo.

August 1992 - December 1996. Director of the MBA Program at the University of Southern Colorado.

January 1992 - August 1992. Interim Director of the MBA Program at the University of Southern Colorado.

PROFESSIONAL EXPERIENCE

Professor of Marketing, Colorado State University - Pueblo, Fall 2000 - Present.

Associate Professor of Marketing, University of Southern Colorado, Fall 1994 - Summer 2000.

Assistant Professor of Marketing, University of Southern Colorado, Fall 1988 - Summer 1994.

Teaching Associate, Oklahoma State University, Department of Marketing, Spring 1985 – Spring 1988.

Research Assistant, Oklahoma State University, Department of Economics, Fall 1984.

Research/Teaching Assistant, University of Evansville, Department of Marketing and the Department of Economics, Summer 1982 - Summer 1983.

BUSINESS EXPERIENCE

General Partner – Apex Hospitality Management Service LLC. December 1996 – August 2014.
The company owned and ran a 62 room franchised hotel (Quality Inn & Suites).

Real Estate Consultant for A.K. Property Consultant, Calcutta, India. July 1980 - March 1982.

Sales Representative for Richardson Hindustan Ltd., (subsidiary of Vicks, USA, now a division of Procter & Gamble), India. December 1979 - June 1980.

COURSES TAUGHT

At the graduate (MBA) level: Marketing Management, International Marketing, and Strategic Marketing.

At the undergraduate level: Principles of Marketing, Promotional Strategies, Marketing Strategies, Sales Force Management, International Marketing, Retail Management, Senior Studies.

PEER REVIEWED JOURNAL PUBLICATIONS

Abhay Shah (2018), “Does Upward Product Line Extension Hurt or Benefit a Firm’s Competitive Advantage? The Case of Honda’s Acura, Nissan’s Infiniti, and Toyota’s Lexus Brands,” *Journal of Market Development and Competitiveness*, 12(1), 28-36.

- Abhay Shah (2017), "High-Low Pricing (HL) vs. Every Day Low Pricing (EDLP); The Consequence of JC Penney's Move from HL to EDLP," *Journal of Applied Marketing Theory*, 7(1), 18-32.
- Abhay Shah (2016), "The Effect of Consumer Characteristics, Product Characteristic, Price-Positioning, and Prior Knowledge on Sales (Market Share) of Store Brands (SB) and National Brands (NB)," *Review of Business Research*, 16(1), 61-66.
- Abhay Shah (2014), "Culture and its Effect on Management Myopia and Financial Performance: A Comparison of Firms from Short-term and Long-term Cultures," *Journal of International Business and Economy*, 15 (2), 35-56.
- Abhay Shah (2014), "Internal Marketing's Effect on Employee Satisfaction, Productivity, Quality, Customer Satisfaction, and Firm Performance". *American Journal of Management*, 14 (4), 33-39.
- Abhay Shah (2013), "Culture's Impact on Strategic Flexibility: Are Firms from Certain Cultures More Strategically Flexible than Firms from Other Cultures?" *The Journal of International Business Research and Practice*, 7, 1-20.
- Abhay Shah (2012), "Uncertainty Avoidance Index and Its Cultural/Country Implications Relating to Consumer Behavior," *Journal of International Business Research*, 11(1), 119-134.
- Abhay Shah and Hailu Regassa (2010), "Return on Quality – Quality's Impact on Customer Satisfaction, Revenue Growth, Profitability and Cost Efficiency – A Cross National Comparative Analysis of Japanese and American Manufacturers in the Auto Industry", *Marketing Management Journal*, Fall, 175-191.
- Abhay Shah (2009), "Do Improvements in Quality Result in Higher Satisfaction, Higher Revenue, and Lower Cost? Comparing Perceptions of Providers (Administrators) with those of Consumers (Students)," *International Journal of Global Business and Economics*, 2 (2), 59-71.
- Abhay Shah (2009), "The Impact of Quality on Satisfaction, Revenue and Cost as Perceived by Providers of Higher Education", *Journal of Marketing for Higher Education*, 19 (2), 125-141.
- Abhay Shah (2007), "Strategic Groups Based on Porter's Generic Strategies in Retailing", *Marketing Management Journal*, 7 (1), Spring, 151-170.
- Abhay Shah, and Heidi Laino (2006), "Marketing a U.S. University to International Students: Which Approach is Best? Standardization, Adaptation or Contingency? An Investigation of Seven Countries", *Journal of Marketing for Higher Education*, 16 (1), 1-24.

- Abhay Shah, (2005), "Market Segments Based Strategic Groups: What are they? And Some Propositions", *Journal of Academy of Business & Economics*, 5 (1), 14-25
- Abhay Shah, and Allen Schaefer, (2005), "Switching Service Providers: Whom Will the Consumer Switch to?" *Services Marketing Quarterly*, 27 (1), 73-92.
- Abhay Shah, Charles Zeis, Hailu Regassa, and Ahmad Ahmadian, (2003), "The Low Cost, Differentiation, and Niche Strategies of American, British and Japanese Companies Operating in the United States", *Journal of International Business and Economy*, 4 (1), 45-59.
- Abhay Shah, Charles Zeis, Hailu Regassa, and Ahmad Ahmadian (2002), "Market Orientation: A Study Comparing American, Japanese and British Companies Operating in the United States," *Journal of Global Economy Quarterly*, 3 (3), 179-198.
- Charles Zeis, Hailu Regassa, Abhay Shah, and Ahmad Ahmadian, (2001), "Goodness-of-Fit Tests for Rating Scale Data: Implementing the Minimum Chi-Square Method", *Journal of Economic and Social Measurement*, 27 (1-2), 25-39.
- Charles Zeis, Abhay Shah, Hailu Regassa, and Ahmad Ahmadian (2001), "Statistical Component of an Undergraduate Business Degree: Putting the Horse before the Cart", *Journal of Education for Business*, 77 (2), 83-89.
- Abhay Shah, Charles Zeis, Ahmad Ahmadian, and Hailu Regassa (2000), "Strategies of Gaining Competitive Advantage at the Generic and Business Unit Level: A Study Comparing American, German, and Japanese Corporations Operating in the United States", *Multinational Business Review*, 8 (1), 13-21,
- Abhay Shah, Charles Zeis, Hailu Regassa, and Ahmad Ahmadian (1999), "Expected Service Quality as Perceived by Potential Students of an Educational Institution", *Journal of Marketing for Higher Education*, 9 (3), 49-72
- Abhay Shah, and Stephen Miller, (1997), "Constructing Mid-Range Theories Using a Taxonomy of Services", *Southern Business Review*, 23 (2), 39-58.
- Abhay Shah, and Stephen Miller (1997), "Environments and their Related Strategic Groups in Services", *Midwestern Journal of Business and Economics*, 1 (3), 13-32.

PEER REVIEWED CONFERENCE PRESENTATIONS AND PROCEEDINGS

- "University as Product and Students as Customers" OR "Students-as-Products and Employers as Customers," presented at the *Academy of Business Research International Conference* in New Orleans, Spring, 2019.

- “Product Line Extension: Does Upward Line Extension Hurt or Benefit Competitive Advantage? The Case of Honda's Acura, Nissan's Infiniti, and Toyota's Lexus Brands,” presented at the Association of Marketing Theory and Practice Conference, March, 2017, Myrtle Beach, SC.
- “The Effect of Consumer Characteristics, Product Characteristic, Price-positioning, and Prior Knowledge on Sales (Market Share) of Store Brands (SB) and National Brands (NB),” presented in the International Academy of Business and Economics conference in Orlando, March 2016.
- “Hi-Lo Pricing vs. Every Day Low Pricing Strategy: The Consequences of JC Penney’s Move from Hi-Lo to EDLP and Back to Hi-Lo,” in the proceedings of Society for Advancement of Management, March 2015, Las Vegas.
- “Internal Marketing’s Effects on Employee Satisfaction, Product Quality, Customer Satisfaction & Firm performance”, in MBAA International’s Marketing Management Association’s Conference, March, 2014, Chicago.
- “Culture’s Impact on Strategic Flexibility” in Global Business Development Institute’s Conference, March, 2013, Las Vegas.
- “Hofstede’s Long Term Orientation and Its Effect on Management/Marketing Myopia and Performance: Comparing Companies From Four Different Cultures – Germany, Japan, South Korea, and the United States,” in The International Academy of Business and Public Administration Disciplines, July, 2011 Honolulu.
- “Uncertainty Avoidance Index and Its Cultural/Country Implications Relating to Consumer Behavior,” in Marketing Management Association, March, 2011, Chicago,
- “Quality’s Impact on Customer Satisfaction, Revenue Growth, Profitability, and Cost Efficiency – A Comparison of Japanese and American Manufacturers in the Auto Industry”, Global Business Development Institute’s Conference, March, 2010, Las Vegas.
- “Do Improvements in Quality Result in Higher Satisfaction, Higher Revenue, and Lower Cost? Comparing Perceptions of Providers (Administrators) with those of Consumers (Students),” in International Conference of the Global Business Development Institute” March 2009, Las Vegas.
- “Do Improvements in Quality Result in Higher Satisfaction, Higher Revenue, Higher Profitability and Lower Cost? A Study Comparing U.S. Automakers with Japanese Automakers”, in Global Business Development Institute, March 2008, Las Vegas.
- “Strategic Groups in Retailing”, in Western Decision Sciences Institute, Denver, March 2007.
- “Does Return on Quality Result in Higher Satisfaction, Higher Revenue, Lower Cost, or all Three:

A Study of institutions of Higher Education”, in *International Society of Business Disciplines*, Las Vegas, Nevada, March 2006.

“Marketing a U.S. University to Foreign Countries: Should Standardization, Adaptation or Contingency Strategy be Used?” Abhay Shah and Heidi Laino, Forthcoming in the Proceedings of *Decision Sciences Conference*, San Francisco, November 2005.

“The Generic Strategies of American, Japanese and British Companies Operating in the United States” Abhay Shah, Charles Zeis, Hailu Regassa, and Ahmad Ahmadian, in the Proceedings of *American Marketing Association’s Conference*, Chicago, August, 2003.

“The Market Orientation of American, Japanese, and British Companies Operating in the United States,” Abhay Shah, Charles Zeis, Hailu Regassa, and Ahmad Ahmadian, in the Proceedings of the *International Business and Economy Conference*, San Francisco, January 2002.

“Assessing Student Performance for Course Outcomes Using Test Scores Versus Project Scores,” Charles Zeis, Hailu Regassa, Abhay Shah, and Ahmad Ahmadian, in the Proceedings of the *International Business and Economic Research Conference*, Reno, October 2001.

“A Comparison of Strategies of American, Japanese and British Companies Operating in the United States”, Abhay Shah, Charles Zeis, Hailu Regassa, and Ahmad Ahmadian, in the Proceedings of the *Western Decision Sciences Institute’s Conference*, Vancouver, April 2001.

"A Comparison of the Marketing Strategies of American, Japanese, and British Companies Operating in the United States", Abhay Shah, Charles Zeis, Hailu Regassa, and Ahmad Ahmadian, in the *Proceedings of the Society for the Advancement of Management*, March 2000.

"Validity of ANOVA, Median Test, Mann-Whitney, and Contingency Table Analysis for Analyzing Simulated 5-Point Rating Scale Data", with Charles Zeis, Hailu Regassa, Abhay Shah, and Ahmad Ahmadian, in the *Proceedings of American Society of Business and Behavioral Sciences*, February 2000.

"Constructs Differentiating Japanese, U.S., and German Marketing and Quality Strategies for Companies Operating in the United States", Charles Zeis, Hailu Regassa, Abhay Shah, and Ahmad Ahmadian. Abstract published in the *Proceedings of The Association of Japanese Business Studies*, University of Utah, Salt Lake City, Utah, June 1999.

“Implementing Goodness-of-Fit Tests for Rating Scale Data”, Charles Zeis, Abhay Shah, Hailu Regassa, and Ahmad Ahmadian, in the *Proceedings of the 1998 International Business School Computing Association’s Annual Meeting*, Denver, Colorado, July 1998.

"A Taxonomy of Service Specific Environments and Its Related Marketing Strategies in Services",

Abhay Shah, and Stephen Miller, *Decision Sciences Institute's Proceedings*, Orlando, November 1996.

"Quality Management of Japanese, German, and American Companies Operating in the U.S. Market: A Comparative Study", Abhay Shah, Ahmad Ahmadian and Charles Zeis, *Western Decision Sciences Proceedings*, Seattle, April 1996, 323-327.

"The Strategic Choice of American, Japanese, and German Companies Operating in the United States", Abhay Shah, Charles Zeis, and Ahmad Ahmadian, *Southwest Marketing Association's Proceedings*, San Antonio, March 1996, 137-148.

"Identifying Strategic Groups in Services Through Cluster Analysis", Abhay Shah, and Stephen Miller, *Southern Marketing Association's Proceedings*, Orlando, November 1995, 9-14.

"Marketing Strategies of American, Japanese and German Companies in the United States: A Comparative Study", Abhay Shah, Charles Zeis and Ahmad Ahmadian, *Academy of International Business at the Midwest Business Administration Association's Proceedings*, March 1995, 31-39.

"Measuring the Service Quality of a University's Offerings: An Exploratory Study Using the Weighted Paired Comparison Method", *Southwestern Marketing Association's Proceedings*, March 1994, 253-259.

"Marketing Women's Basketball in NCAA Division I Schools: A Study Exploring the Effectiveness of Promotion on Attendance", Abhay Shah, and Christa Snyder. *Southern Marketing Association's Proceedings*, New Orleans, November 1993, 367-370.

"Resale Price Maintenance and the Rule of Reason: A Framework Proposed to Eliminate Free Riders". *Proceedings of the American Marketing Association's Summer Marketing Educator's Conference*, Washington D.C., August 1992, 503-508.

"Reference Price and Just Noticeable Difference: A Study With Some Implications for Retail Pricing". *Proceedings of the Southern Marketing Association's Conference*, Atlanta, November 1992, 463-466.

"A Normative Decision Model for Competitor Analysis", *Proceedings of the Mountain Plains Management's Conference*, University of Southern Colorado, Pueblo, October 1989, 72-94.

UNPUBLISHED RESEARCH

"An Image Study of USC: A Study Investigating how Students at USC Perceive USC vis-à-vis Their Ideal University".

OTHER SCHOLARLY ACTIVITIES

Spring 1995. Wrote a Marketing Plan to Increase: Enrollment for the School of ASET.

Spring 1993. Awarded Mini-Grant at USC for study titled, "Are there Strategic Groups in Service Industries".

Fall 1990. Awarded Mini-Grant at USC for study "An Empirical Analysis Supporting the Rule of Reason for Resale Price Maintenance."

Fall 1990. Awarded Mini-Grant at USC for "Are Japanese Managers More Marketing Oriented Than American Managers", in conjunction with Dr. Ahmad Ahmadian and Dr. Charles Zeis.

Spring 1990. Represented southern Colorado at the Colorado Economic Development Council to evaluate marketing plans submitted by different counties, in order to allocate funds to the counties.

June 1989. Awarded President's Research Fellowship for the University of Southern Colorado for the academic year 1989-90 and Fall 1990.

Spring 1989. Submitted marketing report to the City of Pueblo on the demand for high rent modern apartments in downtown Pueblo.

Spring 1989. Submitted a marketing plan to Vidmar Honda on how best to market their Yugo line of cars in lieu of three Yugo cars to be donated to the School of Business.

AACSB CONFERENCES ATTENDED

2018, June, Colorado Springs, CO, South Western Business Deans' Association.

2016, September, Minneapolis, MN, AACSB International Annual Accreditation Conference

2016, June, Colorado Springs, CO, South Western Business Deans' Association.

2001, March, Tampa, FL, AACSB International Annual Accreditation Conference.

HONORS

Outstanding faculty in the Hasan School of Business, 2006-2007.

Provost's Award for Excellence in Scholarship, 1998-99.

Outstanding faculty for Scholarly Activity in the Hasan School of Business, 1998-99.

Nominated for the Provost's Award for Excellence in the Hasan School of Business, 1997-98.

Outstanding faculty for Scholarly Activity in the Hasan School of Business, 1997-98.

Awarded honorary membership to Alpha Mu Alpha (a national Marketing Honorary sponsored by the American Marketing Association) in recognition of outstanding Scholastic achievement in the Marketing discipline, April 1988.

COMMUNITY ACTIVITY

Fall 2005 - Fall 2010. Member of the Board of Directors, St. John Neumann Catholic School, Pueblo.

2011-2012, Member of the Board of Directors, HEART, a virtual non-profit organization involved in the education of infectious diseases.

PROFESSIONAL/SERVICE ACTIVITIES

In the Hasan School of Business

Chair, S&S Committee for the UG Advisor for HSB, Summer-Fall 2018.

Member, S&S Committee for the Marketing and Communication Director for CSU-P, Summer 2018.

Chair, S&S Committee for Quantitative Methods for HSB, Spring 2016.

Chair, Search & Screen Committee for Marketing, Fall 2014 – Spring 2015.

Member, HSB's Peer Review Committee, Fall 2014 – Spring 2015.

Member, Search & Screen Committee for MBA Director, Fall 2014.

Member, Search & Screen Committee for Dean's Assistant, Spring 2014.

Member, HSB's Search & Screen Committee for Dean, Fall 2011 – Spring 2012.

Member, HSB's Undergraduate Committee. Fall 2012 – Spring 2015.

Member, HSB's Peer Review Committee, Fall 2012 – Spring 2013.

Chair, HSB's Peer Review Committee, Fall 2011 – Spring 2012.

Member, HSB's Graduate Committee. Fall 2008 – Spring 2012.

Member, HSB Leadership Team, Fall 2007 – Fall 2010.

Chair, Marketing Search & Screen Committee, Fall 2007 – Spring 2009.

Member, Management Search & Screen Committee, Fall 2007 – Spring 2009.

Chair, Management Search & Screen Committee, Fall 2007 – Spring 2008.

Member, Peer Review Committee, Fall 2008 – Spring 2009.

Chair, Peer Review Committee, Fall 2007 – Spring 2008.

Member, Peer Review Committee, Fall 2006 – Spring 2007.

Chair, Graduate Committee (HSB), Fall 2002 – Spring 2004.

Member, Peer Review Committee, 2002-2004

Chair, Peer Review Committee, AY 2000-2001.

Member, Search and Screen Committee, AY 2000-2001.

Member, Search & Screen Committee, AY 1999-2000.

Member, Search & Screen Committee for the Dean in the School of Business, AY 1998-99.

Chair of the School of Business's CPR Committee, 1994-1996.

Chair of the School of Business Search & Screen Committee, 1994-95.

Member of the USC Search & Screen Committee for selecting the Dean for the School of Business, 1993-94.

Chair of MBA faculty committee, 1993-1997.

Member of the School of Business Curriculum Committee, 1992-Present

Member - Search & Screen Committee, School of Business, University of Southern Colorado, Fall 1990, Spring 1991, Fall 1991 and Spring 1992.

For the University

Member, CSU-P's Academic Policy and Standards Board, Fall 2014 – Present.

Member, CSU-P's Faculty Compensation Committee, Fall 2007- Present.

Member, Committee on Committees, Fall 2006 – Spring 2009.

Member, Faculty Compensation Committees, Fall 2006 – Present.

Member, Faculty Senate, Fall 2005 – Fall 2008.

Member, Academic Policies and Curriculum Board (CSU-P), Fall 2003 – Fall 2005.

Member of the USC Faculty Handbook Committee, 1995-1997.

Member of the Graduate Studies Advisory Board, 1993-1997.

Member of the Graduate Studies Committee, 1993 – Fall 2000.

Member of the Nature Center Advisory Committee, 1993-1995.

Member of the Academic Policies and Standards Board, 1994-1998.

Member of USC Faculty Senate, 1994-1997.

Committee Member - Affirmative Action Committee, University of Southern Colorado, Fall 1988
– August 2000.

Committee Member - Academic Policies and Standards Board, University of Southern Colorado,
Fall 1989 - December 1990.

Other

2014. Reviewer for Western Decision Sciences' Conference.

2013. Reviewer for Marketing Management Association's Conference.

2010. Reviewer for the American Marketing Association's Annual Conference

2009. Reviewer for the Journal of Product Innovation Management

2009. Reviewer for the American Marketing Association's Annual Conference

2008. Reviewer for the Journal of Product Innovation Management.

2007. Reviewer for the American Marketing Association's Annual Conference

2006. Reviewer for the Journal of Product Innovation Management

2006. Reviewer for the Marketing Management Association

- 2006. Reviewer for the American Marketing Association's 2006 Annual Conference
- 2005. Reviewer for the American Marketing Association's 2005 Annual Conference
- 2005. Reviewer for Decision Sciences Institute's National Conference.
- 2005. Reviewer for The Journal of Product Innovation Management
- 2004. Reviewer for the American Marketing Association's Annual Conference.
- 2003. Reviewer for the American Marketing Association's Annual Conference.
- 2002. Reviewer for the Association of Japanese Business Studies.
- 2001. Reviewer for the Western Decision Sciences Conference.
- 2000. Reviewer for the Western Decision Sciences Conference.
- 1999. Reviewer for the Western Decision Sciences Conference.
- 1989. Conference Coordinator for The Mountain Plains Management Conference at USC, Pueblo.