

Victor E Sower  
Professor - Management & Marketing  
College of Business

### Degrees Earned

Ph.D. University of North Texas, Denton, Texas, Operations Management, 1990  
M.B.A. Auburn University, Auburn, Alabama, Management, 1980  
B.S. Virginia Polytechnic Institute and S.U., Blacksburg, Virginia, Chemistry, 1968

### Professional Licensures and Certificates

Certified Quality Engineer, 30187,

### Peer-Reviewed Publications and Artistic Performances/Exhibitions

#### Articles

Carter, C., Sanders, N., Dong, Y., Green, K., Holmstrom, J., Victor E. Sower  
Pamela Zelbst, (in press, 2008). OSM Forum. *Journal of Operations Management*.  
Zelbst, P., Sower, V. E. , & Green, K. (in press, 2008). An Experiential Approach to Develop  
Understanding of RFID Technology. *International Journal of Management in Education*.  
Sower, V. E., Quarles, N. R. , & Broussard, E. (2007). Cost of Quality Usage and Its Relationship  
to Quality System Maturity. *International Journal of Quality & Reliability Management*, 24 (2),  
121-140.  
Sower, V. E. (2007). Benchmarking in Hospitals: When You Need More than a Scorecard. *Quality  
Progress*, 40 (8), 58-60.  
Sower, V. E. & Sower, J. C. (2005). Moderator Variables in Cultural Values and Business Ethics  
Research: Important to External Validity. *Southwest Business & Economics Journal*, 13, 1-18.  
Sower, V. & Fair, F. (2005). There is More to Quality Than Continuous Improvement: Listening to  
Plato. *Quality Management Journal*, 12 (1), 8-20.  
Sower, V. & Abshire, R. (2003). Successful Implementation of Advanced Manufacturing  
Technology: A Cross Sectional Study. *International Journal of Computer Applications in  
Technology*, 16 (1), 12-20.  
Spencer, J., Sower, V., & Muehsam, M. (2003). Differences in the Ethical Orientations of Upper  
Level U.S. and Mexican Business Students. *Journal of Behavioral and Applied Management*, 4 (2),  
107-121.  
Motwani, J., Mirchandani, D., & Sower, V. (2001). User perceptions of the benefits of  
implementing an ERP system: A case study. *Journal of International Information Management*, 10  
(2), 1-12.  
Sower, V., Duffy, J., Kilbourne, W., Kohers, G., & Jones, P. (2001). The Dimensions of Service  
Quality For Hospitals: Development and Use of the KQCAH Scale. *Health Care Management  
Review*, 26 (2), 47-59.

#### Cases

Sower, V. (2004). Analog Cell Phone, Inc. *Operations Management (7th Edition)*, (pp. 149-150).  
Upper Saddle River, New Jersey: Pearson/Prentice Hall.  
Sower, V. (2001). Custom Cabinets. *Operations Management (6th Edition)*, (pp. 193-194). Upper  
Saddle River, New Jersey: Prentice Hall.

#### Book/TextBook

Sower, V. E., Duffy, J., & Kohers, G. (2008). *Benchmarking for Hospitals: Achieving Best-in-Class  
Performance without Having to Reinvent the Wheel*, Milwaukee, WI: American Society for  
Quality--Quality Press.  
Sower, V. E., Savoie, M. J. , & Renick, S. (1999). *An Introduction to Quality Management &*

*Engineering*, Upper Saddle River, NJ: Prentice Hall.

Sower, V. E. (1995). *Classic Readings in Operations Management*, Ft. Worth, TX: Dryden Press.

## Proceedings

### Full Paper

Sower, V. E., Duffy, J., & Kohers, G. (in press, 2008). Critical to Quality Characteristics of Excellent Hospital: A Case Study Approach. *Southwest Academy of Management*.

Sower, V., Duffy, J., & Kohers, G. (2005). Perceptions of Emergency Room Care: The Elderly Versus Younger Patients: An Exploratory Study. *Southwest Academy of Management*, 328-333.

Sower, V. (2004). Estimating External Failure Costs: A Key Difficulty in COQ Systems. *American Society for Quality Annual Quality Congress*, 547-551.

Sower, V., Duffy, J., & Kohers, G. (2004). Integrating Patient Feedback into the Continuous Improvement Process in Hospitals: A Tale of Three Hospitals. *Southwest Academy of Management Conference*, 540-548.

Sower, V. & Quarles, N. (2003). Cost of Quality: Why More Organizations Do Not Use It Effectively. *American Society for Quality Annual Quality Congress*, 625-637.

Sower, V. (2002). Web-Based Instruction and The Big Picture: A Case Study. *Decision Sciences Institute Southwest Region Annual Conference*, 50-52.

Sower, V., Quarles, N., & Cooper, S. (2002). Cost of Quality Distribution and Quality System Maturity: An Exploratory Study. *American Society for Quality Annual Quality Congress*, 343-354.

Sower, V. & Sower, J. (2000). Important Considerations for Conducting Cross-Cultural Ethics Research: The Case of Israel. *Southwest Academy of Management*, 207-211.

Spencer, J., Sower, V., & Muehsam, M. (2000). Ethical Orientations of Upper Level American and Mexican Business Students in Secular and Catholic Universities. *Southwest Academy of Management*, 130-134.

## Research Monographs and Technical Reports

### Funded External Grants

#### Research: Grants

2004 - Victor, S. E., "Grant with J. Duffy and G. Kohers (Perceptions of Emergency Room Care: The Elderly versus Younger Patients: An Expanded Exploratory Study) \$1,500", College of Business Administration.

2002 - Victor, S. E., "Grant titled (An Extension of the Study of Quality Cost Distribution and Quality System Maturity) \$300", College of Business Research .

2001 - Victor, S. E., "Grant titled (The Relationship Between Cost of Quality Distribution and Quality System Maturity) \$500", College of Business Administration.

2000 - Victor, S. E., "Grant titled (A Comparison of Student Performance in an Asynchronous Web-Based Course and in a Traditional Classroom Course: A Quasi-Experiment) \$500", College of Business Administration.

2000 - Victor, S. E., "Research Enhancement Grant titled (The Relationship Between Cost of Quality Distribution and Quality System Maturity) \$5,000", Sam Houston State University.

1999 - Victor, S. E., "Research Enhancement Grant titled (The Relationship Between Values and Ethics Across Cultures and the Effects of Individual Moderators) \$5,000", Sam Houston State University.

## Peer-Reviewed Presentations/Posters

### Paper Presentations

#### National

Zelbst, P., Frazier, G., & Sower, V. E. (2007, November). *Cluster Concentrations: A Typology Developed and Tested from the Macro Perspective*. Presented at Decision Sciences Institute Annual Meeting, Phoenix, Arizona.

Kohers, G., Duffy, J., & Sower, V. E. (2006, November). *Do Health Care Service Delivery Systems Need to be Differentiated?* Presented at Decision Sciences Institute Annual Meeting, San

Antonio, Texas.

Wirth, S., Kavanaugh, J., & Sower, V. (2002, October). *The Radial Bearing Team*. Presented at North American Case Research Association Annual Meeting, Banff, Alberta.

### **Regional**

Zelbst, P., Green, K., & Sower, V. E. (2007, October). *Hands on Approach with RFID in the Classroom*. Presented at Baylor University Integrated Supply Chains Symposium, Waco, Texas.

Sower, V.E. (2006, March). *Experiential Exercises in Graduate Management Classes*. Presented at Southwest Academy of Management Conference, Oklahoma City, Oklahoma.

## **Work or Professional Experiences**

### **Experience: Academic**

Professor, Sam Houston State University (2001 - Present).

Associate Professor, Associate Professor (1996 - 2001).

Associate Professor, Sam Houston State University (1997 - 1998). Taught in SHSU Summer Program .

Assistant Professor, Assistant Professor (1990 - 1996).

Lecturer, University of North Texas (1989 - 1990).

Teaching Fellow, University of North Texas (1988 - 1989).

Research Assistant, Auburn Technical Assistance Center (1979 - 1980). Auburn Technical Assistance Center - Consultant to small businesses in the areas of process development and process engineering.

### **Experience: Consulting**

2007: J. C. Blair Memorial Hospital, Consulting Project (Assessing Patient Satisfaction)

2007: AIG American General, Consultation Project (Development of Innovation Process and devising training program for Brain Trooper Teams)

2006: CCSI, Training Program (Problem Solving for Managers)

1999-2006: J. C. Blair Memorial Hospital, Consultation Project (Assessing Patient Satisfaction)

2001-2002: Lock Haven Hospital, Consultation Project (Assessing Patient Satisfaction)

2000: Good Shepherd Mission, Consultation Project for the Director (Operations Audit)

### **Experience: Non-Academic**

Manufacturing Consultant, Tandy Electronics (1987 - 1990).

General Manager , Tandy Magnetics (1980 - 1987). Audio tape manufacturing division of Tandy Electronics.

Process Development Engineering Manager, Ampex Corporation (1977 - 1979).

Senior Process Engineer, Ampex Corporation (1973 - 1977).

Process Engineer, Ampex Corporation (1971 - 1973).

Lieutenant, U. S. Army Chemical Corps (1969 - 1971).

Process Engineer, Radford Army Ammunition Plant (1968 - 1969).

## **Honors and Awards**

### **Honors:**

2003: 2003 Nominee, Minnie Stevens Piper Foundation Piper Professor.

2002: 2002 Alpha Iota Delta Innovative Education Paper Award for paper (Web-Based Instruction and the Big Picture: A Case Study), Decision Sciences Institute (Southwest Region) .

2000: Recipient of Best Paper Award for the Gender/Social/Legal Track (Ethical Orientations of Upper Level American and Mexican Business Students in Secular and Catholic Universities), Southwest Academy of Management.

2000: Recipient of Best Paper Award for the International/Research Method Track (Important Considerations for Conducting Cross-Cultural Ethics Research: The Case of Israel), Southwest Academy of Management.

2000: Nominated by Professional Management and Marketing Association for 2000 Sammy Award for Best Student Organization Advisor, Professional Management and Marketing Association.

**Awards:**

2005: Minnie Stevens Piper Foundation Piper Award.

2001: Excellence in Research Award, Sam Houston State University.

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