
SOLUTION MANUAL FOR

Operations Management Sustainability and Supply Chain Management, 13th
Edition Heizer

Chapter 1-17

Chapter 1

Operations and Productivity

Background

Operations management has created industry giants. The Ritz-Carlton Hotel Company's mission is to provide an outstanding customer experience through a complete focus on quality management. UPS operates trucks that run for 20 years because their drivers care. Disney has made a science of accurate forecasts and queuing theory. Darden restaurants (Olive Garden and others) view operations as their strategy for success. Frito-Lay dominates the snack market by keeping fresh snacks on the shelves with a production process that converts raw materials into a bag of chips sitting in a grocery store in as little as a day or two.

The importance of operations management can be highlighted early in the course with humorous videos or stories about —operations gone wrong.† Most people can share —disaster† stories about poor experiences that they have had dealing with companies.

It can be useful as well to spend some class time right away on the job market for operations management majors, showing starting salaries and job titles compared to other business majors. It can also be helpful to find an MBA program with a strong operations focus and display the starting salaries of those graduates. (Such data are available on many MBA program websites.) Instructors can also share research results showing that (1) more CEOs —learn the ropes† by coming up through operations than any other functional area, and (2) Chief Operating Officer salaries tend to be approximately 10% higher than the salaries of the other —Chief†s (CFO, CMO, and CIO).

Videos from recent graduates who now work in some aspect of operations management are available in MyLab Operations Management. These 2- to 4-minute video clips feature young professionals talking about their jobs in the gamut of functions—each tied to a specific chapter and accompanied by multiple-choice quizzes that may be assigned.

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Rose Army



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