Introduction

The Instructor’s Resource Manual (IRM) is intended to help instructors obtain the maximum benefit from the Heizer/Render text and supplementary resources that accompany the text. The IRM may be particularly helpful for first-time instructors, as it contains a wealth of presentation notes and ideas for supplementing the textbook material.

**Feature**

Integrated Company Video and Case Summary

The text provides an outstanding set of accompanying videos, many of which feature the authors and are directly tied to the text material. These also have video case write-ups at the end of the respective chapters. Several companies appear multiple times. Furthermore, a recurring organization, Southwestern University, appears in several end-of-chapter cases in the text. A grid provides a summary of these featured firms.

**Chapter Sections**

Each chapter, supplement, and quantitative module has a section in the IRM containing many of the features described below.

Background

An introductory section puts the chapter theme in context and suggests some areas for emphasis.

Class Discussion Ideas

In most cases, at least two different ideas for generating class discussion are provided.

Active Classroom Learning Exercises

In most cases, at least two active classroom learning exercises are described. These represent exercises, games, or group discussions designed to get all students out of their seats and engaged in the topic.

Company Videos

Detailed descriptions are provided for each of the company videos, followed by suggestions for possible related class discussion topics.

Cinematic Ticklers

Video clips from popular movies or television shows can inject humor into the classroom, break up a class lecture, and potentially provide a good talking point related to a course topic. Most chapters in the IRM describe at least one of these clips.

Presentation Slides

A screen shot of every one of the accompanying 2000+ PowerPoint slides is provided in the IRM, along with extensive notes.

Additional Assignment Ideas

In most cases, the IRM provides at least two additional assignment ideas for outside of the classroom. Many of these are internet-based exercises.

Additional Case Studies

The text provides additional case studies online. In addition, related cases from the Harvard Business School and the Richard Ivey School of Business are identified.

Internet Resources

Most chapters contain a list of related internet sites.

Other Supplementary Material

This section may contain a variety of features, including material not provided in the text, extra videos related to the topic, commercial software, description of learning games with citations, full descriptions of games, etc.

**Integrated Company Video and Case Summary**



The authors have created a completely integrated video case series, which has won numerous awards. Four service and three manufacturing companies are featured. Instructors can use the grid provided on this page to guide them in following one or more companies over the whole semester. Details about each video are provided in the respective IRM chapters. Brief summaries are provided below. Southwestern University is a recurring case study that spans seven chapters.

*Arnold Palmer Hospital*—The women and baby hospital needed to expand, so a brand new building was constructed across the street. Via the video set, we see various angles of that expansion, including project management, capacity choices, process design, quality management, hospital layout issues, supply chain management, and just-in-time delivery of operating room supplies.

*Darden Restaurants*—As the parent company of Red Lobster, Oliver Garden, and others, Darden must purchase a tremendous amount of fish, which it procures from overseas. Via the videos, we see how quality is maintained in this process, as well the firm’s supply chain management and outsourcing activities. The Chapter 8 video has a fascinating look at the high-tech methods used to select sites for new restaurants.

*Frito-Lay­—*This manufacturer dominates the snack market. Via the videos, we see how the firm addresses all 10 of the major OM decisions described in the text, with specific videos covering statistical process control, inventory management, and maintenance policies. The Chapter 7 video addresses the remarkable steps that Frito-Lay is taking to move towards an environmentally friendly manufacturing system.

*Hard Rock Cafe*—This unique restaurant chain has thrived where similar themed restaurants have disappeared. Via the videos, we get introduced to the firm’s unique strategies in creating a full customer “experience,” how managers use forecasting methods discussed in the book, how they determine new restaurant locations around the world, how their human resource strategies lead to such low turnover and great customer service, how they schedule, and how they use project management to put on annual “Rockfest” concerts.

*Regal Marine*—This company manufactures high-end boats in a large assembly area. The Chapter 2 video describes this strategy, and we see some of the firm’s design considerations in Chapter 5. The Chapter 11 video describes strategies for both ends of the supply chain, including the firm’s involvement in a purchasing group.

*Ritz-Carlton Hotel Co.*—There is a reason why the Ritz is associated with high quality: pursuit of high quality drives everything that the company does.

*Wheeled Coach Ambulance*—This company manufactures custom ambulances on an assembly line, which is fed by work cells. An ambulance combines a vehicle with a health clinic into the same product. Different aspects of the production process and the firm’s inventory management are highlighted in these four videos.

*Southwestern University (A through G)*—This integrated case study examines the issues involved in Southwestern University’s efforts to build a new football stadium. Some of the case studies appear at the end of a chapter, while others are available on the course web site (www.pearsonhighered.com/heizer). Covered issues include construction project management (Chapter 3), forecasting game attendance (Chapter 4), quality of facilities (Chapter 6), break-even analysis for food services (Supplement 7 web site), location of the new stadium (Chapter 8 web site), inventory planning of football programs (Chapter 12 web site), and scheduling of campus security officers/staff for game days (Chapter 13).