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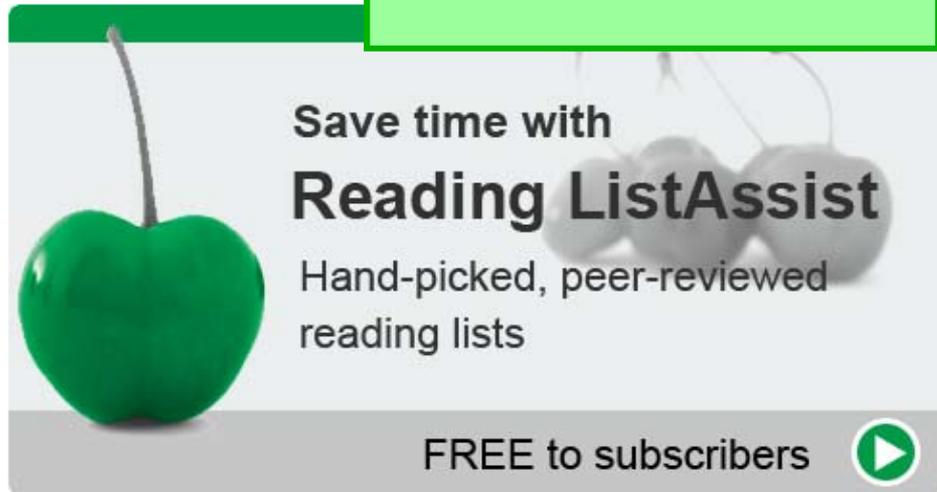
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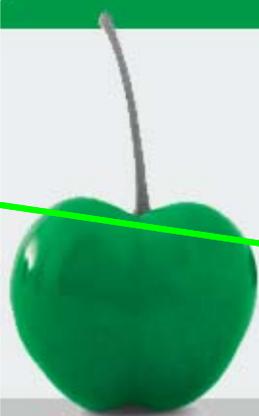
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Author(s): Benjamin T. Schmidt, Joseph M. Feduska, Ashley M. Witt, Bridget M. Deasy
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Findings – Apart from a very small number of projects, the time between official project notification and financial close is lengthening, with the case studies providing some possible explanations for this.

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Teaching Notes for: Global operations at Aalborg Industries – context, configuration, and capabilities

Brian Vejrum Waehrens and Dmitrij Slepniov

While the case is broad in its scope, it provides an opportunity to go into details on a number of interrelated topics:

- operations strategy;
- global production networks;
- communication and coordination;
- interdependencies; and
- outsourcing and offshoring.

The story of Aalborg Industries illustrates a highly successful globalization journey, but also some of its underlying dynamics. The operations configuration and the relationships between key parties do not stay constant over time. They shift and adapt to internal and external stimuli. The case explores these stimuli in retrospect and describes how the company attempts to reconcile market requirements with its operations resource capability.

A possible starting point for a case discussion is to map key elements and relationships in the company's operations network prior to the global transition. The next step could be to identify the changes that started to emerge in the set-up after the journey started and some of the driver leading to increased global activity. A third step could be to discuss possible future operations challenges of the operations set-up.

Examples of indicative closed-ended question for the assignment:

Question 1: What are the elements of operations configuration at Aalborg Industries? (5 points)



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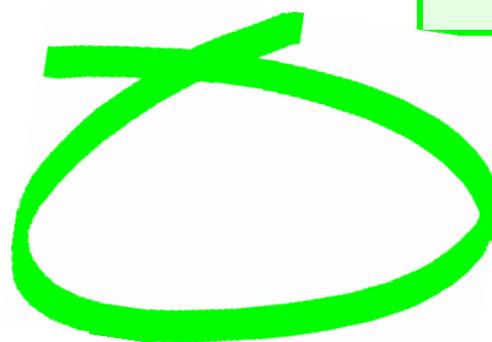
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Author(s):Hela Miniaoui
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Author(s)
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Author(s):Mingchuan Ren
Subject area – Accounting, corporate governance, business ethics. Study level/applicability – MBA and EMBA. Case overview – China has largely changed its accounting practice in line

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Interviews collection

En este espacio Emerald ofrece a los profesores diversos consejos e información, como:

- ofrece tecnología de punta para ayudar al profesor;
- revisiones periódicas de los nuevos mercados con los títulos todavía en Inglés;
- mas de 2.000 casos de estudio de todas las áreas del conocimiento. El profesor tiene la opción de impresión y de poder llevarlos al aula para pedir a los estudiantes la solución a los problemas;
- entrevistas con Top Gurus para que el profesor este actualizado en los temas que se estan hablando a nivel mundial en su área.

De esta manera Emerald quiere apoyar a los maestros a enseñar. Solo tiene que aplicar estos consejos en su aula.

Welcome:
Miss Tutilla Aragao
Business Manager Access

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Support resources

These pages provide guidance to help you make use of the Emerald website facilities.

For the librarian



[For the librarian](#) is designed to provide value added services and promotional materials that will increase your understanding of the product you have invested in and support you in raising awareness amongst your library patrons.

For the Emerald user



[For the user](#) is designed to provide you with information on Emerald's database, both content and surround and the knowledge to help fully understand the functionality and gain maximum benefit from Emerald Management eJournals.

Emerald digital toolkit



Emerald is now pleased to be able to provide a [suite of widgets](#) for contents alerts across all eJournal and eBook titles, a search widget for keyword searches of the Emerald database, and a Twitter widget.

Website improvements



We have created the [website improvements](#) section in order to inform you of new features and functionality. We will update it regularly so that you always have the latest information and can get the most from your visit.

Puede ir a:

- preguntas mas frecuentes;
- posters;
- guias paso a paso, vídeos;
- documentos informativos para distribuir a los usuarios del contenido de Emerald;
- más información sobre los títulos y contenidos ofrecidos en la plataforma;

También puede solicitar:

- materiales de promoción y de instrucción;
- entrenamientos y capacitación via WebEx software (teleconferência).

Muchas Gracias!!!

Jair Saavedra Angulo

Gerente Comercial

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