**MGT 4850: Case Analysis: TESLA MOTORS’ CASE STUDY - 2019**

**Assignment Description**

In this assignment, you will conduct a written case analysis related to TESLA MOTORS’ business model and competitive advantage and provide insights into challenges and opportunities for the sustainability of the company. The goal is to demonstrate your ability to evaluate how competitive business strategies and forces influence, and analyzing its financial and performance statements can predict a company’s future financial success.

**Course Outcomes**

This paper covers the following course learning outcomes:

* Apply analytical frameworks and techniques to diagnose the firm’s competitive position and core competencies, assess alternative plans of action, and predict the consequences of specific decision options.
* Enhance the ability to communicate concisely and persuasively both orally and in writing.

**Program Outcomes**

This paper covers the following program’s learning outcomes:

* SLO1-Define and explain complex business problems or challenges in diverse business settings and cultures, drawing on current research, theories, practices, tools, and technologies in the field of business.
* SLO6-Integrate management best practices and tools to analyze a management problem in a given organization or community considering both the institutional and global environments.

For this paper read the Case "TESLA MOTORS". Then respond to the questions below and submit your paper through Turnitin.

**Respond to the first set of ﻿﻿questions using as time frame the period of the case (i.e. the time when the case was written). Imagine to be a consultant at the time of the case, and refer to the data:**

1. What do you think of Tesla's entry strategy? What barriers did it have to overcome?
2. Let's look at Tesla's profitability. What do the numbers say? Is Tesla profitable? Does it have a competitive advantage? Motivate your responses.

**Now, look at Tesla today, exploring sources outside of the case:**

1. How are they doing today?
2. How do you expect Tesla's position to evolve by the end of 2020? What can Tesla do to prevent imitation or entry?

**Format/Submission Information**

The written case analysis will be submitted as a TurnitIn assignment. The case analysis paper must be double-spaced with 1 inch margins on all sides. Scoring of your case analysis will be based on the attached rubric. Your submission should be approximately. 1500 words. Exhibits should be in the Appendix and not in the body of the paper. Use exhibits and charts as necessary to support your analysis. As appropriate, responses to the above questions must include relevant quoted material with citation with page number from the Thompson (2016) and/or the Tesla Case study to support your explanation.

**Written Case Analysis Rubric**

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| --- | --- | --- | --- | --- | --- |
|  | **Above Standards=4** | **Meets Standards=3** | **Approaching Standards=2** | **Below Standards=1** | **%** |
| **Analyse and discuss the impact of Tesla’s entry strategy.**  ***Q1 - What do you think of Tesla’s entry strategy? A. What barriers did it have to overcome?***  **Use quoted or paraphrased material with citation and page number from the case study or the textbook as well as exhibits and charts as necessary to support your analysis.** | Comprehensively explains what Tesla’s entry strategy is and correctly explain all of the barriers it had to overcome, with examples from potential and current competitors. The analysis displays depth, breadth, logic, and a masterful level of understanding the facts of the case and the ability to apply relevant concepts and an understanding of those concepts. | Explains what Tesla’s entry strategy is and explain some of the barriers it had to overcome. The analysis displays a basic level of understanding of the facts of the case and the ability to apply relevant concepts and an understanding of those concepts. | Explain at a superficial level what Tesla’s entry strategy is and describe one or two barriers it had to overcome.  The analysis displays depth, breadth, logic, at a lower than expected level of understanding the facts of the case and the ability to apply relevant concepts and an understanding of those concepts. | Does not or inaccurately explains what Tesla’s entry strategy is. No mention of the barriers it had to overcome. The analysis displays depth, breadth, logic, at a below an expected level of understanding the facts of the case and the ability to apply relevant concepts and an understanding of those concepts. | 40 |
| **Analyze Tesla’s financial and operation status and predict its future status.**  ***Q2 –*** ***Let's look at Tesla's profitability. What do the numbers say? Is Tesla profitable? Does it have a competitive advantage? Motivate your responses.***  **Use quoted or paraphrased material with citation and page number from the case study or the textbook as well as exhibits and charts as necessary to support your analysis.** | Comprehensively explains Tesla’s current and future financial situation including its competitive advantage, future prospects as to changes to its competitive advantage and its revenue or operational costs. Response included references to the appropriate financial statements, quoted material from the Tesla Motors case. The analysis displays depth, breadth, logic, and a masterful level of understanding the facts of the case and the ability to apply relevant concepts and an understanding of those concepts. | Superficially explains Tesla’s current and future financial situation including its competitive advantage, future prospects as to changes to its competitive advantage and its revenue or operational costs. Response included references to the appropriate financial statements, quoted material from the Tesla Motors case. The analysis displays depth, breadth, logic, and an expected level of understanding the facts of the case and the ability to apply relevant concepts and an understanding of those concepts. | Does not adequately explain Tesla’s current and future financial situation including its competitive advantage, future prospects as to changes to its competitive advantage and its revenue or operational costs. Response included references to the appropriate financial statements, quoted material from the Tesla Motors case. The analysis displays depth, breadth, logic, and a lower than expected level of understanding the facts of the case and the ability to apply relevant concepts and an understanding of those concepts. | Does not or inaccurately explains Tesla’s current and future financial situation including its competitive advantage, future prospects as to changes to its competitive advantage and its revenue or operational costs. Response included references to the appropriate financial statements, quoted material from the Tesla Motors case. The analysis displays depth, breadth, logic, and a below an expected level of understanding the facts of the case and the ability to apply relevant concepts and an understanding of those concepts. | 25 |
| **Looking at the future.**  ***Q3 - How are they doing today?***  ***Q4 - How do you expect Tesla's position to evolve by the end of 2020? What can Tesla do to prevent imitation or entry?***  **Use quoted or paraphrased material with citation and page number from the case study or the textbook as well as exhibits and charts as necessary to support your analysis.** | Comprehensively explains the current financial and operational situation analyzing appropriate sources and offering a recommendation based on evidences. Discuss what Tesla should do to position itself for the future, and whether Tesla can prevent imitation or entry by competitors. It displays depth, breadth, logic, and a masterful level of understanding of the current and future dynamics. | Explains the current financial and operational situation quoting appropriate sources. Discuss what Tesla should do to position itself for the future, and whether Tesla can prevent imitation or entry by competitors. It displays depth, breadth, logic, and a masterful level of understanding of the current and future dynamics. | Offers a personal opinion on how Tesla is doing today, what it should do to position itself for the future, and whether Tesla can prevent imitation or entry by competitors, without offering data to corroborate the analysis. Or, if data is presented, it comes from non-authoritative sources. | Does not explain what Tesla should do to position itself for the future, and whether Tesla can prevent imitation or entry by competitors. Response did not include references to the appropriate financial statements or to any external source. | 15 |
| **Quality of the overall analysis and explanation of the issues relevant to each of the questions** | Demonstrates extensive exploration of issues through the collection and analysis of evidence to make well-informed conclusions/judgments. | Demonstrates adequate exploration of issues through the collection and analysis of evidence to make informed conclusions/judgments. | Demonstrates minimal exploration of issues through the collection and analysis of evidence to make informed conclusions/judgments. | Does not demonstrate minimal exploration of issues through the collection and analysis of evidence and unable to make informed conclusions/judgments. | 10 |
| **Writing/Mechanics** | Uses clear language to accurately express abstract ideas and explain concepts. No errors related to organization, grammar and style, and citations. | Uses clear language to express ideas. Minor errors related to organization, grammar and style, and citations. | Some errors related to organization, grammar and style, and citations. Lack of clarity in writing. | Major errors related to clarity, accuracy, organization, grammar, style, and citations. | 10 |