



Unit #1: Organization Analysis

Tesla Evaluation

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Tesla's mission is to accelerate the world's transition to sustainable transport. Tesla Motors was founded in 2003 by a group of engineers in Silicon Valley who wanted to prove that electric cars could be better than gasoline-powered cars. With instant torque, incredible power, and zero emissions, Tesla's products would be cars without compromise. Each new generation would be increasingly affordable, helping the company work towards its mission: to accelerate the world's transition to sustainable transport.

Tesla's engineers first designed a powertrain for a sports car built around an AC induction motor, patented in 1888 by Nikola Tesla, the inventor who inspired the company's name. The resulting Tesla Roadster was launched in 2008. Accelerating from 0 to 60 mph in 3.7 seconds and achieving a range of 245 miles per charge of its lithium ion battery, the Roadster set a new standard for electric mobility. Tesla would sell more than 2,400 Roadsters, now on the road in more than 30 countries.

In 2012, Tesla launched Model S, the world's first premium electric sedan. Built from the ground up to be 100 percent electric, Model S has redefined the very concept of a four-door car. With room for seven passengers and more than 64 cubic feet of storage, Model S provides the comfort and utility of a family sedan while achieving the acceleration of a sports car: 0 to 60 mph in about five seconds. Its flat battery pack is integrated into the chassis and sits below the occupant cabin, lending the car a low center of gravity that enables outstanding road holding and handling while driving 265 miles per charge. Model S was named Motor Trend's 2013 Car of the Year and achieved a 5-star safety rating from the U.S. National Highway Traffic Safety Administration. In late 2014,

Tesla CEO Elon Musk unveiled two dual motor all-wheel drive configurations of Model S that further improve the vehicle's handling and performance. The 85D features a high efficiency motor at the front and rear, giving the car unparalleled control of traction in all conditions. The P85D pairs a high efficiency front motor with a performance rear motor for supercar acceleration, achieving a 0 to 60 mph time of 3.2 seconds – the fastest four-door production car ever made.

KEY LEARNING GOALS:

A note from Mr. Parsons

This project is a summative presentation to help you understand the importance of developing a strong organizational structure and can identify the different management strategies a manager may use.

You also have an opportunity to demonstrate your business communication skills through the different aspects of this project.

Detailed feedback will be provided for each student following your presentation.

Finally, I hope the unit theory will help you to properly assess an organization's success.

Overall Expectations:

1. Assess the role of management within an organization.
2. Demonstrate the use of appropriate communication techniques related to business management.
3. Demonstrate appropriate techniques for making group and individual presentations (e.g., use a variety of appropriate visual aids, make eye contact where appropriate, speak clearly).

Now with more than 50,000 vehicles on the road worldwide, Tesla is preparing to launch Model X, a crossover vehicle that enters volume production in 2015. Featuring exhilarating acceleration, falcon wing doors, and room for three rows of seating, Model X defies categorization.

Tesla owners enjoy the benefit of charging at home so they never have to visit a gas station or spend a cent on gasoline. For long distance journeys, Tesla's Supercharger network provides convenient and free access to high speed charging, replenishing half a charge in as little as 20 minutes. Superchargers now connect popular routes in North America, Europe, and Asia Pacific.

Tesla's vehicles are produced at its factory in Fremont, California, previously home to New United Motor Manufacturing Inc., a joint venture between Toyota and General Motors. The Tesla Factory has returned thousands of jobs to the area and is capable of producing 1,000 cars a week.

The company is expanding its manufacturing footprint into other areas, including in Tilburg, the Netherlands, where it has an assembly facility, and Lathrop, California, where it has a specialized production plant. To reduce the costs of lithium ion battery packs, Tesla and key strategic partners including Panasonic have begun construction of a gigafactory in Nevada that will facilitate the production of a mass-market affordable vehicle, Model 3. By 2020, the gigafactory will produce more lithium ion cells than all of the world's combined output in 2013. The gigafactory will also produce battery packs intended for use in stationary storage, helping to improve robustness of the electrical grid, reduce energy costs for businesses and residences, and provide a backup supply of power.

Tesla is not just an automaker, but also a technology and design company with a focus on energy innovation. Investing in socially responsible stocks is a popular strategy today that aims to find companies with a balance between solid financial returns and social good. Tesla Motors (NASDAQ:TSLA) fits this description to a T; it's hard to beat Tesla when it comes to investing in socially responsible companies. The California-based automotive company manufactures and sells zero-emissions cars, which cause less harm to the environment than gas-powered vehicles -- thereby making it a "socially responsible" company.

Tesla's chief executive, Elon Musk, started the EV maker with one goal in mind: to help end the world's dependence on oil. Moreover, Musk says the "overarching purpose" of Tesla Motors is "to help expedite the move from a mine-and-burn hydrocarbon economy toward a solar electric economy, which I believe to be the primary, but not exclusive, sustainable solution." That is undoubtedly a noble and socially responsible cause. However, until recently, few thought Tesla's business plan would survive, let alone thrive.

Elon Musk, chief executive of electric luxury car maker Tesla Motors, promised investors on Wednesday that the company will start making money this year, sending its shares up sharply despite a wider fourth-quarter loss. Tesla shares rose more than 10% in after-hours trading after the company forecast a 60-80% increase in vehicle sales this year, and promised it would turn a profit on an adjusted basis. It will start generating positive cash flow in March. Tesla shares are still down more than 30% since the beginning of the year, reflecting investor concerns about continued losses.

Musk and the company's new chief financial officer, Jason Wheeler, sought to assure investors on a conference call on Wednesday evening that Tesla is determined to cut costs, hit production targets and stanch losses. "Cash is king," Wheeler said.

Musk said Tesla would make its first net profit by the fourth quarter. It plans to invest \$1.5bn to add capacity, start production at a huge battery factory in Nevada and open more showrooms.

Tesla's cash reserves dropped to \$1.2bn as of 31 December from \$1.9bn a year earlier, despite a sale of shares last summer. The company's cash burn has become a concern for some analysts, given the heavy capital spending it has mapped out. The slower-than-planned launch of the company's Model X sport utility vehicle during the last quarter added \$67m in unplanned costs, Tesla said.

"I feel very good about things right now," Musk said. "The last several months have been quite excruciating."

Tesla straddles the digital technology and automotive industries, which have been hard hit this year by investors worried that growth is slowing in both sectors. General Motors earlier this month reported record profit, but its shares have fallen 18% this year. Tesla shares rose despite a wider fourth-quarter net loss of \$2.44 a share, compared with a loss of 86 cents a share a year earlier. Tesla reported an adjusted loss of 87 cents per share in the fourth quarter, while analysts expected a profit of 10 cents a share, according to Thomson Reuters I/B/E/S.

Deliveries of Model S sedans and Model X SUVs were 17,478 vehicles in the quarter, at the low end of prior forecasts. Revenue rose nearly 27% to \$1.21bn.

Tesla said it planned to deliver 80,000-90,000 Model S and Model X vehicles in 2016, ahead of Wall Street's average expectation for about 79,000 vehicles, according to research firm FactSet StreetAccount. Tesla said its long-promised moderately priced car, the Model 3, would be unveiled on March 31. That car will have a starting price of about \$35,000 before government incentives and subsidies and will launch in 2017, Tesla has said.

By that time, GM has said it will already be selling its Chevrolet Bolt, at a similar price with a range of 200 miles (322 km) between charges. Musk brushed off a comparison with the Bolt. "It doesn't seem like we are going to be demand-constrained," he said.

Meanwhile at an event in Melbourne, Australia, Tesla showed off a new function that allows its cars to steer autonomously along long stretches of road.

Tesla spokesman Heath Walker says the new technology enabled the model S vehicles to "sense" surrounding traffic and steer without drivers touching the wheel.



Part A: Theory to Practice - Each group member is responsible for completing one category. As you are only in groups of 3 - one of the categories will be incomplete (you may choose based on interest and your research that is collected).

Report Category #1) Organizations in the 21st century must consider five focus areas for success. Complete the research the five focus areas. How is the organization performing in each of the 5 success areas? Defend your decision with evidence.

Assigned to group member: _____

Report Category #2) Outline the Quality of Work Life for the organizations employees. How is the organization performing in these 6 QWL indicators? Defend your decision with evidence.

Assigned to group member: _____

Report Category #3) Complete an analysis of the organization using Porters Five Forces Model. How is the organization performing in Porters 5 Forces Indicators? Is it an attractive industry for your organization? Defend your decision with evidence.

Assigned to group member: _____

Report Category #4) Complete a SWOT Analysis for the organization. Part of your analysis/ finding should be based on your interview. Outline the strengths, weaknesses, opportunities and threats for this organization? Defend your decision with evidence.

Assigned to group member: _____

Part B: Presentation Format

Your presentation must incorporate multimedia (such as Powerpoint) to present your research and analysis. The presentation should be shared equally between all members. Each member is also responsible to ensure that they have an understanding of all components for the assignment. Proper presentation guidelines (discussed previously) should be followed.

Presentation Part A - Forecasting Predictions and Summary of findings from your reports:

After completing your research reports (with a wide variety of tools) you will have enough information to successfully evaluate this organization. Outline a summary of your tool findings and explain your predictions on the future of this organizations. What changes or suggestions would you make? What problems or challenges do you anticipate for this organization? What improvements or suggestions would you provide? How does this organization compare to the competition?

Presentation Part B - Elon Musk: Evaluate Tesla's CEO (Elon Musk) as a leader. Use the 3 skills sets of a manager to defend your evaluation of his leadership abilities. What is the CEO's vision for the company? Outline your own predictions/forecast on whether the company will be successful based on Elon Musks vision.

Shared Category - each group member MUST cover at least one area.

Presentation Part C - Ishaan Kukreja: Evaluate Tesla's Sales Manager Ishaan Kukreja as a leader. Use the 3 skills sets of a manager to defend your evaluation of his leadership abilities. What did you learn from his leadership experience and abilities? What are the essential skills for someone in this position to be successful? What does his job involve? What are his strengths and weaknesses? Do you think he is a strong leader from Telsa main Toronto store.

Shared Category - each group member MUST cover at least one area.

Specific Presentation Expectations:

- Demonstrate appropriate presentation techniques for both groups and individuals.
- Demonstrate the use of short-term planning tools and strategies.
- Apply business teamwork skills to carry out projects and solve problems.
- Analyse organizational strategic plans, using a variety of management tools (e.g., strengths, weaknesses, opportunities, threats analysis (SWOT analysis); political, environmental, social, technological analysis; Porters five forces competitive model).
- Apply business teamwork skills to carry out projects and solve problems.
- Analyse the characteristics of effective leaders (e.g., integrity, drive, vision, commitment to equity and diversity in the workplace).
- Demonstrate the ability to use time-management techniques.

Summative Rubric:**Part A: Theory to Practice - Report Individual Mark****Category - Thinking****Weight: /10 Marks****Project Expectations:**

- Did you use critical thinking skills to evaluate businesses through data analysis?
- Based on your assigned section, did you evaluate the costs & benefits to the company? Did you use your tools for assessment effectively (your assigned section)? Did you complete accurate and effective research? Were all areas for organizational assessment completed (and to what degree of success)?
- Did you apply planning theories/strategies to a variety of situations?

Level 1: Does not appropriately use critical and creative thinking skills; Uses concepts, skills and procedures in familiar contexts with limited effectiveness.

Level 2: Uses critical and creative thinking skills with limited effectiveness; Uses concepts, skills and procedures in familiar contexts with some effectiveness.

Level 3: Uses critical and creative thinking skills with moderate effectiveness; Uses concepts, skills and procedures in familiar contexts with considerable effectiveness.

Level 4: Uses critical and creative thinking skills with a high degree of effectiveness; ; Use concepts, skills and procedures in familiar contexts with a high degree of effectiveness.

Part B: Presentations Skills - Presentation Individual Mark**Category - Communication****Weight: /30 Marks****Project Expectations:**

- Did you communicate information and ideas through writing and visual and oral presentations?
- Did you demonstrate effective use of Multimedia Presentation Software?
- Did you demonstrate appropriate presentation techniques (relevant to business environments)?

Level 1: Communicates information and ideas with limited clarity; Uses language, symbols and visuals with limited accuracy and effectiveness; Communicates with a limited sense of audience and purpose.

Level 2: Communicates information and ideas with some clarity; Uses language, symbols and visuals with some accuracy and effectiveness; Communicates with some sense of audience and purpose.

Level 3: Communicates information and ideas with considerable clarity; Uses language, symbols and visuals with considerable accuracy and effectiveness; Communicates with a clear sense of audience and purpose.

Level 4: Communicates information and ideas with a high degree of clarity; Uses language, symbols and visuals with a high degree of accuracy and effectiveness; Communicates with a strong sense of audience and purpose.


BOH UNIT #1: SUMMATIVE - TOTAL MARKS:**Part A: Theory to Practice - Individual Mark****Category - Thinking****Weight: /10 Marks****Part B: Presentations Skills - Individual Mark****Category - Communication****Weight: /20 Marks****Part C: Demonstration of course content - Individual Mark****Category - Knowledge****Weight /20 Marks**

- Choose two class members who presented with different tools than your own. What evidence or research was gathered to demonstrate their use of tool. Evaluate each person out of 10 marks based on their demonstration of course content.**

/50 Marks Total**Additional Presentations guidelines:**

- Maximum 15 minutes for all presentations.**
- Include an appropriate introduction and conclusion.**
- Test all technology and be prepared to start.**
- Dress professional.**
- Include pictures (and/or video) that support your analysis.**

Tesla Model S
★★★★★



MSRP
\$71,100

Lease Finance
N/A

File with Outlook
or Get a Quote

View Local Inventory

2015 Tesla Model S review

As both the ultimate eco-friendly luxury car and an absurdly fast sports sedan, we simply love the Model S. With an aptly named "Ludicrous Mode," the top-spec, all-wheel-drive P90D hits 60 mph in 2.8 seconds. And yes, the optional Autopilot can do the driving for you in certain situations. The other trim levels offer varying performance and range as you move down the lineup, but all offer a classy cabin and electrifying driving experience. We gave the 70 and 70D a J.D. Best award for 2016.

Tips from Mr. Parsons: How to ensure you reach a level 4

- ☑ Remember I am looking to determine; do you understand how to use your course content/tools (use knowledge/course curriculum)? Do you apply this content/tool in an effective manner?
- ☑ Complete research to support your arguments. Find reliable sources to defend your position. Don't provide your opinion statements without defending evidence.
- ☑ Don't provide general statements. i.e. "Tesla has seen a **large** increase in sales. Be specific; ie. Tesla's Sales Revenues have increased by 20% from 2016-2017. Total Sales revue was 7.1 Billion in 2016 and 8.5 Billion in 2017. (Then source)
- ☑ Remember I am here to help you through this process. **ASK QUESTIONS!** If you cant find something you are looking for; talk to me and I will point you in the right direction. Ask for feedback. Discuss thoughts and ideas. It's all part of your learning and will ensure that you have strong well defended arguments. I want you to succeed in all areas of your project.
- ☑ Communicate clearly. There is too much information available. You have to be strategic in what you are going to present in your limited time. You are better to make a few clear and well defended arguments rather than skimming a ton of information without analyzing your position properly.
- ☑ Use multimedia to help support your arguments. It should help keep information organized and more engaging for all of us. Make sure to include visuals that enhance your position (ie graphs). Make sure they are large enough for us to read.
- ☑ Demonstrate that you have thought carefully about your analysis and care about your work. Be professional, dress up, consider formatting, speak clearly, make eye contact, practice pace and what you are going to say. Be prepared and be ready to go on presentation day. Plan ahead for problems and be prepared to work around them.
- ☑ Connect your research back to your assigned course content. Make sure that your research fits into each area correctly and that you not only explain **how** but tell us **why** you feel a certain way about your evaluation. Your audience should not be left wondering why you feel a certain area is successful or not.
- ☑ Compare to competitors (but make sure its apples to apples - ie. Model S is not the same as the Nissan Leaf). Comparing to the competition is a good way for us to gage success.