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Master Degree in Business Management

Entitled

A DIAGNOSTIC STUDY OF THE LEADERSHIP STYLE IN APPLE Inc

prepared by: **under supervision:**

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بسم الله الرحمن الرحيم

بِسْمِ اللَّهِ الرَّحْمَنِ الرَّحِيمِ

اقْرَأْ بِاسْمِ رَبِّكَ الَّذِي خَلَقَ (1) خَلَقَ الْإِنْسَانَ مِنْ عَلَقٍ (2) اقْرَأْ وَرَبُّكَ الْأَكْرَمُ (3) الَّذِي عَلَّمَ بِالْقَلَمِ (4) عَلَّمَ الْإِنْسَانَ مَا لَمْ يَعْلَمْ (5)

Dedication

This study is dedicated from Saidi Nesrine and Nada Bouguerra to our beloved parents, for all their Sacrifices and prayers throughout my studies, who continually provide their moral, spiritual, emotional and financial support.

To dear siblings of Nada Bougeurra

To dear siblings of Saidi Nesrine: Abbes, Abdennour, Lamri, Sabrina and Hayet. And my Nephews and Nieces: Rayen, Celia, Souha, Mehdi, Jenna, Islam, Alaa and Souhaib

To my relatives and my best friends: Houda. B, Rania. B, Amina. Y Khouloud .M, Mouna. Kh, Kawter. R, Meriam. S, rached. M and khawla.B.M

Acknowledgements

In the name of God, the Most Gracious, the Most Merciful, and prayers and peace be upon our master Muhammad, the most honorable messenger

Praise be to God who pleased for us and we completed this work

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Abstract

This study aimed to identify the prevailing leadership style in Apple, and for this purpose the descriptive analytical approach was relied by using foreign books and articles through the collection and analysis of data

This study has reached several results, the most important are:

- Leadership is important in achieving organizations' success and obtaining a competitive advantage over others, led to organizational development, and there are different styles of leadership from which we mentioned. Autocratic, Democratic, Bureaucratic, Transformational.

- Steve Jobs' leadership style was a mixture of transformational and authoritarian style, but he was more inclined to be a transformational leader. After Steve Jobs' resignation, Tim Cook adopted the democratic leadership style.

  Key words: Leadership, leadership style, Apple Inc, Steve Jobs, Tim Cook.

الملخص:

هدفت هذه الدراسة إلى التعرف على أسلوب القيادة السائد في شركة آبل، ولهذا الغرض اعتمدنا على المنهج الوصفي التحليلي بالاعتماد على الكتب والمقالات الأجنبية من خلال جمع وتحليل البيانات وقد توصلت هذه الدراسة إلى عدة نتائج أهمها:

- القيادة مهمة في تحقيق نجاح المنظمات والحصول على ميزة تنافسية على الآخرين، مما يؤدى إلى التطوير التنظيمي، وهناك أنماط قيادة مختلفة ذكرنا منها. استبدادي، ديمقراطي، دعه يعمل بيروقراطي، تحويلي.

- كان أسلوب قيادة ستيف جوبز مزيجا بين الأسلوب التحويلي والاستبدادي، لكنه كان أكثر ميلا إلى أن يكون قائدا تحويليا، وبعد استقالة ستيف جوبز، تبنى تيم كوك أسلوب القيادة الديمقراطية.

  الكلمات المفتاحية: القيادة، أسلوب القيادة، شركة آبل، ستيف جوبز، تيم كوك.

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Introduction

Introduction

Centuries ago, the word "leadership" emerged, and interest in it increased after it was considered an essential factor for organizations success or failure. Much research was done to her, giving her different definitions. For example, it has been defined as the ability to influence others and urged them to achieve common goals, which were also the continuous development of qualities such as a commitment to the vision. Stimulus. innovation. Humble creativity.... etc. A leader is someone who possesses these qualities and always seeks to develop them.

There is a difference in the concept of a born or made leader, but the sure thing is that the leader has characteristics and competencies that distinguish him from the average person and enjoys the behaviors and ethics that make him lovable and has followers.

An effective leader must always pursue the group's goals and stay on track and correct his mistakes, so as not to allow the bad side of him or his ego to influence him and his leadership style.

Then when we talk about leadership, we think directly of the leader Steve Jobs and his distinctive leadership style as he was distinguished by his creative thinking and brilliant inventions, he decided to create a company with his friend. Specializing in Industry and development of computers, peripherals and software, apple started by personal computers Where it started with the production of personal computers until it worked to develop its field of work and the production of smart phones, now it is one of the largest companies in the world, as it is considered the first successful personal computer company. where it reached this rank thanks to its innovative products, which it helped Increase the company's sales, among its best-selling products we find the iPhone, which tops the list of the company' s best –selling products since its release until today.

Problematic: the problem of research has centered on the following key question:

What is the leadership style in Apple Inc?

In order to address and analyses this problem and to gain a clear understanding of it, the following sub-questions have been asked:

A. How was Apple's performance led by Steve Jobs?
B. What is the leadership style prevailing in Apple Inc during Steve Jobs?
C. How did Apple's performance become after Steve Jobs?
D. What the leadership style prevailing in Apple Inc after Steve Jobs?

Introduction

Hypotheses:

The following hypotheses have been formulated to answer previous questions and also to answer the study's problem:

A. The performance of Apple Inc led by Steve Jobs was excellent.
B. The leadership style of Steve Jobs in Apple Inc, it was transformational leadership.
C. low performance of Apple Inc after Steve Jobs exit.
D. The prevailing leadership style of Apple Inc after Steve Jobs is the democratic style.

Research methodology:

To answer the questions asked and verify the hypotheses, this study relied on the analytical descriptive curriculum in the two chapters because of the conditions that do not allow us to go to Apple and do the field study, so we relied on books and articles from the internet. and analyzing data in agree with a case study.

Scope of the study:

Spatial limits: in terms of the spatial extent of the research, the test took place by conducting the applied study of Apple Inc, a descriptive and analytical study

Objective limits: this study aims to know the type of leadership in Apple Inc.

Reasons for choosing the topic:

There are several reasons for choosing this topic, including subjectivity and objectivity, which are summarized below:

Objective Reasons:
A. Not addressing the issue adequately, especially with regard to foreign studies.
B. Algerian organizations need today to realize the importance of leadership in achieving their success.
C. To provide an image of Steve Jobs' leadership skills and how they contribute to achieving excellence.
Subjective Reasons:
A. The students desire to study the topic of leadership for its importance.
B. Care to Increase personal experience by acquiring more knowledge and making use of it.
C. The topic of study is in keeping with the specialty.

Introduction

Importance of the study:

The importance of our study is as follows:

A. Many studies have been conducted on the leadership at BBA University, but they have not given much importance to international companies. In this study, we wanted to reveal successful leadership styles in major companies such as Apple.

B. Lack of interest in successful leadership characteristics and our desire to give a successful example of a Steve Jobs leader characterized by characteristics that made his company from the world's major companies.

C. Trying to provide scientific analysis of the role that effective leadership plays to achieve the success of big companies like Apple.

Aims of the study:

This study has several aims, including:

A. Opening up to change and introducing new languages.

B. Providing the college library with certified foreign references with scientific value.

C. Try to get acquainted with approved leadership types in major companies like Apple.

D. Disclosure of the leadership qualities of Apple leaders.

Structure of the study:

This topic has been addressed through two chapters, theoretical chapter and application chapter, based on the IMRAD methodology.

A. Chapter 1: we touched it the theoretical literature of study variables, leadership, characteristics, style…. etc. and the applied literature of previous studies that related to study variables.

B. Chapter 2: we touched it the leadership style in Apple Inc. and Steve Jobs dependent on books, theses and articles.

In the end, the conclusion of the study was prepared, which included the results of the two chapters, with an explanation for testing the validity of hypotheses, followed by a number   of deduced suggestions. And study prospects.
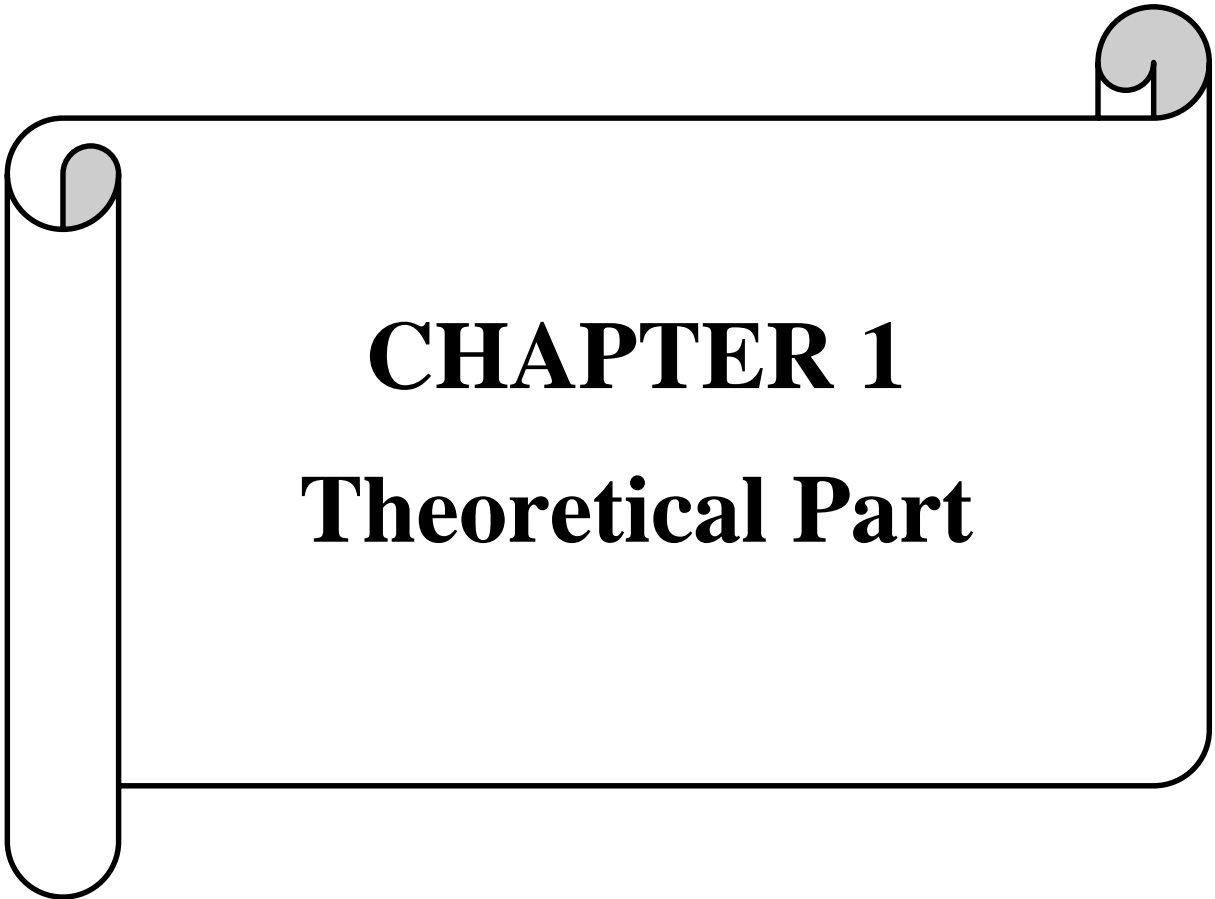
CHAPTER 1
Theoretical Part

Chapter 1: Theoretical Part

Preface

Leadership is considered as essential factor for the success and development of the organization and achieving an advantage for organizations as an organization and for individuals as people. When we say about a person that he is a leader, this means that he has characteristics that distinguish him from others. When we say about an organization that it has a good leadership style, this means that this leadership is also characterized by characteristics and methods that give the organization an advantage. Competitive on others, in this chapter we have dealt with the basics about leadership and the leader represented in:

Chapter: Theoretical Part

Axe 1: concept of Leadership

1-1 Definition of Leadership

1-1-1 Definition of leader

1-1-2 Leadership and Management

1-2 Styles of Leadership

1-3 Behaviors of leadership

1-4 Importance of leadership

Axe 2: Characteristics and competences of leadership

2-1 Characteristics and traits of leadership

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2- 2 Competences of leadership

2-3 Shadow side of leadership

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3-2 Previous studies about Apple company

3-3 Previous studies about CEO Steve Jobs

Chapter 1: Theoretical Part

Axe 1: Concept of Leadership

In this Axe we will talk about leadership in general and which we divided as follows:

1-1 Definition of Leadership

Leadership is about aligning people with the vision, inspiring them, motivating them, and providing effective communication. Leadership is about relationships. Leadership is also about influence. As one leadership guide notes: When your management hat is on, you are focusing on how you are going to complete the tasks that are necessary to get the job done. You see the deadline looming, and you organize yourself to meet it. When your leader hat is on, you are influencing the others on your team to do their part to meet—or exceed—that deadline or any other performance expectations you might have.

When managers are involved in influencing in a group to meet its goals, they are involved in leadership.

When leaders are involved in planning, organizing, staffing, and controlling, they are involved in management". [1]

leadership is like the Abominable Snowman, whose footprints are everywhere but who is nowhere to be seen[2].

Kesting said "That leadership was a process by which an individual motivated or influenced others to achieve organizational goals."

Togdill said "that leadership could be taken as a process or act of influencing the work and actions of an organized group to lay down its objectives and achieving them" [3]

Hence, we can define the leadership as the art of dealing with the feeling of others and their inspiration in order to achieve unified goals without looking at them as numbers and final results that the organization must achieve.

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[1] Darryl Plecas, and others, **The essentials of leadership in government**, published by University Fraser Valley, second edition, Canada, 2018, p11

[2] Richard Bolden, **what is leadership?**, Leadership south west ,research report, Centre for leadership studies, University of Exeter, United Kingdom, 2004, p 5

[3] Muhammad Abid Malik, Sameen Azmat, **Leader and leadership: historical development of the terms and critical review of literature,** Annals of the University of Craiova for Journalism, Communication and Management, Vol 5, n 1, P 21-22

Chapter 1: Theoretical Part

1-1-1 Definition of leader

Leaders play a key role in helping an organization in meeting its goals. They are the ones who set its goals and objectives, and lead their team members effectively and efficiently to meet those targets. A leader must have a deep-rooted commitment for the goals no matter how much hardships and difficulties there might be.

Bass said, "The primary purpose and value of a leader and leadership practice is to inspire others, deemed followers, to willingly engage together to achieve a goal."

Khan et al. Said, "Successful leader is one who is flexible to adapt to the differences among the groups and the changing situations." [1]

> The older I get, the more I understand that
> leadership is all about one word: Trust. If you
> have the trust of your colleagues and the people
> you are leading, then and only then, can you
> accomplish great things. But trust needs to be
> earned each and every day. In my experience,
> you build that trust in three simple ways: first,
> listen carefully; second, do the little things right;
> and finally, do what you say you will do.
> *Glen Clark* [2]

And from these definitions, we can introduce the leader as the person who can see others as human beings and not only numbers.

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[1] Muhammad Abid Malik, Sameen Azmat, ibid p 19
[2] Kevin Keuse ibid p 19

1-1-2 Characteristics of leader

The leader is the person who possesses characteristics that distinguish him from others and one of the most important of these characteristics is the following:

Figure n 1: Characteristics of effective leader
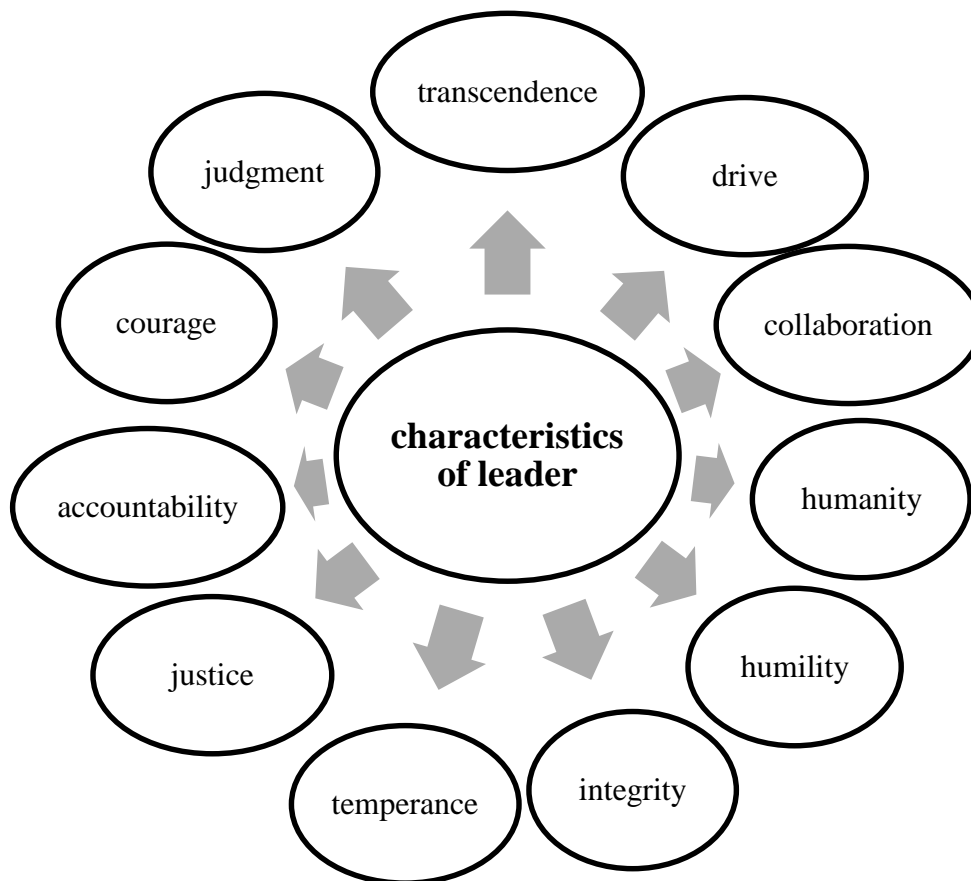
Source: Prepared by the students by according Gerard Seijts and others **character and trust in crisis leadership: probing the relationships among character Identification Based Trust, and Perceptions of Effectiveness in Political Leadership During the COVID-19 Pandemic,** Journal of Applied Behavioral Science, Vol 59, n 1, 2023, p 132

From the previous figure, we find that the leader has several characteristics, and each characteristic is divided into:

A. **Transcendence:** appreciative**,** inspired, purposive, optimistic, creative, future – oriented

B. **Drive**: passionate, vigorous, results – oriented, demonstrates initiative, strives for excellence

C. **Collaboration**: cooperative, collegial, open –minded, flexible, interconnected

D. **Humanity**: considerate, empathetic, compassionate, magnanimous, forgiving

E. Humility: self-aware, modest, reflective, curious, continuous learner, respectful, grateful.

F. Integrity: authentic, candid, transparent, principled, consistent

G. Temperance: patient, calm, composed, self – controlled, prudent

H. justice: fair, equitable, proportionate, even – handed, socially responsible

I. Accountability: takes ownership, accepts consequences conscientious, responsible

J. Courage: behave, determined, tenacious, resilient, confident

K. Judgment: situationally aware, cognitively, complex, analytical, decisive, critical thinker, intuitive, insightful, pragmatic, adaptable. [1]

1-1-3 Leadership and management

There are many differences between leadership and management, from which we mention:

Table n1: a comparison between leadership and management

	Leadership	**Management**
Definitions	The process-oriented, non-specific practices of challenging the process, inspiring a shared vision, enabling others to act, modeling the way, and encouraging the heart.	The implementation of those task-oriented duties that facilitate, support, and direct the timely and efficient maintenance of operations.
Outcomes	Determining what should be done: systematic change, transformation, paradigm shifts, significant improvements or innovation, new and added value to or from the organization.	Getting it done, and done well: Effective, efficient completion of work product, maintenance of operations with a focus on quality of the product.

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[1] Gerard Seijts and others **character and trust in crisis leadership: probing the relationships among character Identification Based Trust, and Perceptions of Effectiveness in Political Leadership During the COVID-19 Pandemic,** Journal of Applied Behavioral Science, Vol 59, n 1, 2023, p 132

characteristics	A critical thinker, a risk taker, a visionary. Innovative, courageous, creative, forward thinking, open to change, able to learn from and overcome failure A team builder, a continuous learner, able to get along with people. Honest, dependable, competent, supportive, fair minded, cooperative, respectful, motivating, values-driven, inspiring, resilient, patient, tenacious, credible, balanced, emotionally mature.	Efficient, detail oriented, a good delegator, organized, persistent, and administrative. Team builder, a continuous learner, able to get along with people. Honest, dependable, competent, supportive, fair-minded cooperative, respectful, motivating, values-driven, inspiring, resilient, patient, tenacious, credible, balanced, emotionally mature.
Scope	Focused on forward thinking and the long term. Strategic visioning and planning requiring insight, complex choices and decision making, creating a new order, facilitating movement toward an end goal.	Organizational focus, policy development and compliance, maintenance, support, and implementation of systems, incremental focused improvements.
Interaction	Motivates and inspires, builds potential in others; creates an environment that fosters learning, collaboration, and fluid teamwork and attracts high performers.	focus on individual performance and work outcomes; maintains a productive work environment.
Impetus	Team building and effective functioning teams elf-directed, situational, opportunistic, serendipitous; can be courageous in the face of uncertain outcomes.	Team building and effective functioning teams Calendars, directives, scheduling, custom and culture, deadlines.

Source: Donald j Klingborg, **what is leadership?** Leadership and Professional Development, vol 33, n 2 .2006 p 281

There is a fundamental difference between management and leadership as different as not only in the definition, that we find it in outcomes, characteristics and scope…. etc. This differentiates between an organization that achieves success and continuous change and organization that works with routine and interact only with those changes.

1-1-4 The difference between the leader and the manager

Since there is a difference between leadership and management, there is also a difference between the leader and the manager. Perhaps one of the most important difference between them is among the functions because the functions that the leader performs are not the same that the manager performs even if they are in the same position.

Chapter 1: Theoretical Part

A. The function of the leader

we find that when the leader performs his function, he creates vision, aims and establish objectives, he also creates new roles, jobs and decides on structures .... etc.

Figure n 2: The function of the leader

Source: https://resource.download.wjec. Co.uk/vtc/2015-16/WJEC-15-16_06/pdf/chapter-21-management-and-leadership.pdf in16/03/2023 at 11:30

B. The function of the manager

when the manager performs his function, he performs it with a routine and always repeat it, he is plans, organizes and coordinate ……. etc.

Figure n 3: **The function of the manager**

1-2 leadership styles

Leadership has many styles and let's mention some of as:

A. Autocratic (authoritarian) leadership :

When faced with the need to provide a decision, an autocratic leader is one who would come up with a solution for the entire group on their own. The autocratic leader would generally solve an issue and make decisions for the group using observations and what they feel is needed or most important for the majority of the group members to benefit at that time While recording the research, these were the leaders that would decide for the group when they would wake up and depart, and exactly how far they should go for that day. If the group came across any conflicts or barriers within the expedition, these leaders would also make the decisions on their own, inquiring feedback from the three hired instructors to ensure that their decisions were okay decisions were okay. [1]

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[1] Carlin Val and Jess kemp, **leadership styles**, Harnessing the Power of Adventure, vol 24, n3, 2012 p 28-29

B. Democratic (participative) leadership

The democratic leaders were those who took a very relaxed yet in-control approach to leading the group. Participative leaders more often than not would consult the group when approaching an issue and consider their suggestions, but the leader retains the final say in what particular approach is taken. Within the expedition setting, many of the participants displayed this kind of leadership by obtaining suggestions from other members of the group to come to a group consensus when trying to solve a problem or an issue. These leaders would then talk amongst themselves and come to a decision as to what the group would do.

C. Abdicratic (Laissez-faire) leadership

The laissez-faire approach to leadership is the idea that the participants should be able to work problems out and make their way through an expedition without too much extra guidance. These kinds of leaders would provide very little guidance when dealing with group issues on the expedition and would allow group members to come up with decisions on their own. The Abdicratic leader would take an extremely "hands-off" approach to leading in order to encourage group problem-solving and critical thinking, without allowing participants to depend on the leader for the final word. This approach was seen when suggestions would be made to the leader to take a certain approach and the leader would just respond with a simple "sure, let's do it," and decisions were made without a lot of consideration. [1]

D. Bureaucratic leadership

Based on its historical development, bureaucracy means "a government characterized by specialization of functions, adherence to fixed rules, and a hierarchy of authority" or "a system of administration marked by officialism, red tape, and proliferation, defines a bureaucratic leader as "one who depends on his/her position in a clearly defined hierarchy to influence followers, who adhere to established rules and procedures and who is generally inflexible and suspicious of change". This definition refers to a system of leadership management that relies on established rules, procedures, and a hierarchy of authority to influence followers. A bureaucratic leader has the characteristics of bureaucracy. The leadership relies on rules to influence. [2]

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[1] Carlin Val and Jess, ibid, p 29

[2] Damianus Abun , **The Effect of Bureaucratic and Humanistic Leadership Styles on the Innovative Work Behavior of Employees,** Divine Word International Journal of Management and Humanities, vol 1, n 1, 2022, p 43

E. transformational leadership

transformational leadership refers to leaders who seek to create ideas and new perspectives to create a new path of growth and prosperity in front of the organization. By developing commitment, passion and loyalty among managers and staff, they mobilize organization's members to make fundamental changes in fundaments and basis of the organization in order to be prepared and to gain necessary capabilities for moving in new directions and reaching higher ideal performance peaks, The transformational leader constantly looks for potential motives in followers and aims to draw followers' attention to superior needs and conversion of individual interests into collective interests. According to Bass and Avolio, transformational leadership is a conscious, moral and spiritual process that provides development patterns for organization through a reliable equal power leadership. Transformational leaders explain organization's future prospects and provide.[1]

1-3 Behaviors of leadership

Kouzes & Posner determined five complementary behaviors that were effective at defining good leadership practice:

A. **Model the way:** Lead by example, and make certain that people adhere to agreed-upon standards. Follow through on commitments and build consensus around then organization's values. Ask for feedback on how your actions affect people's performance.

B. **Inspire a shared vision:** Describe a compelling image of the future, noting trends that influence the work. Appeal to others to share the dream; paint the "big picture" of group aspirations. Speak with conviction about the meaning of the work.

C. **Challenge processes:** Search outside the organization for innovative ways to improve, and challenge people to try new approaches. Ask, "What can we learn?" Make certain that goals, plans and milestones are set; experiment and take risks.

D. **Enable others to act:** Develop cooperative relationships; actively listen to diverse points of view. Treat people with dignity and respect; support decisions other people. Give people choice about how to do their work and ensure that people grow in their jobs.

E. **Encourage the heart:** Praise people for a job well done and express confidence in people's abilities. Creatively reward people for their contributions and recognize people for their commitment to shared values. [2]

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[1] Moradi Korejan and H. Shahbazi, **an analysis of the transformational leadership theory,** Journal of Fundamental and Applied Sciences, vol 8, n 3, 2016, P 454

[2] Darryl Plecas,and others, ibid, p 34

Find ways to celebrate accomplishments and give team members appreciation and support. These five behaviors demonstrate how a commitment to vision integrates well with the leader's character, task-focused skills, and interpersonal skills. They also show the importance of courage and innovation in the leader's thinking.

> Power isn't power at all—power is strength, and giving that strength to others. A leader isn't someone who forces others to make him, stronger; a leader is someone willing to give his strength to others that they may have the strength to stand on their own. *Beth Revis* [1]

1-4 The importance of leadership

Leadership is an important element in organizations, as its importance is represented in**:**

A. Change makers:

The role of leadership is evolving. Leaders were previously perceived as bosses managers who follow the reward and punishment system. However, they are now seen as individuals who propagate change in an organization or team. They are unselfish individuals who.

Use skills like intuitiveness analytics and others to get akin to the latest market trends that accommodate the organizations goals and objectives and bring innovation to business processes and the tasks performed by the workforce to mitigate mundanity and introduce creativity.

B. Goal – oriented:

Experts consider leaders as bridge between the employer and the employees moreover, they believe that effective leadership establishes a personal connection with the fellow employees to set a goal or objective vicariously fulfills the needs and requirements of the workforce and the company .it drives and motivates employees to achieve business goal with limited resources. [2]

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[1] Darryl Plecas,and others, ibid, p 34
[2] http://emeritus.org/in/learn/importance-of-leadership-in-managment/ in16/02/2023 at 10 o'clock

C. Conflict resolvers:

Although leaders may not be influential individuals in an organization, they are good at solving conflicts between different business parties. It is because they have a deep understanding of human behaviors and cognition, which helps them understand the perspective of others and come up with a solution easily.

D. Instigates a positive work environment:

To retain employees, many companies employ leaders who are intuitive and good communicators. The main reason is that talented and skilled leaders instigate a positive work environment, Increasing job satisfaction and motivation among the employees.

E. Leads to organizational development:

It is believed that good leaders lead organizational development and growth business environment. They have appropriate skill sets that Increase the efficiency and productivity of many business processes Inciting organizational growth and development. [1]

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[1] http://emeritus.org/in/learn/importance-of-leadership-in-managment/   in16/02/2023 at 10 o'clock

Axe 2: Characteristics and Competences of leadership

In this Axe, we will focus more on the different characteristics of leadership and also traits & competences:

2-1 Characteristics and Traits of leadership

2-1-1 Characteristics

The characteristics of effective leadership stated as follows:

Figure n 4: The characteristics of leadership
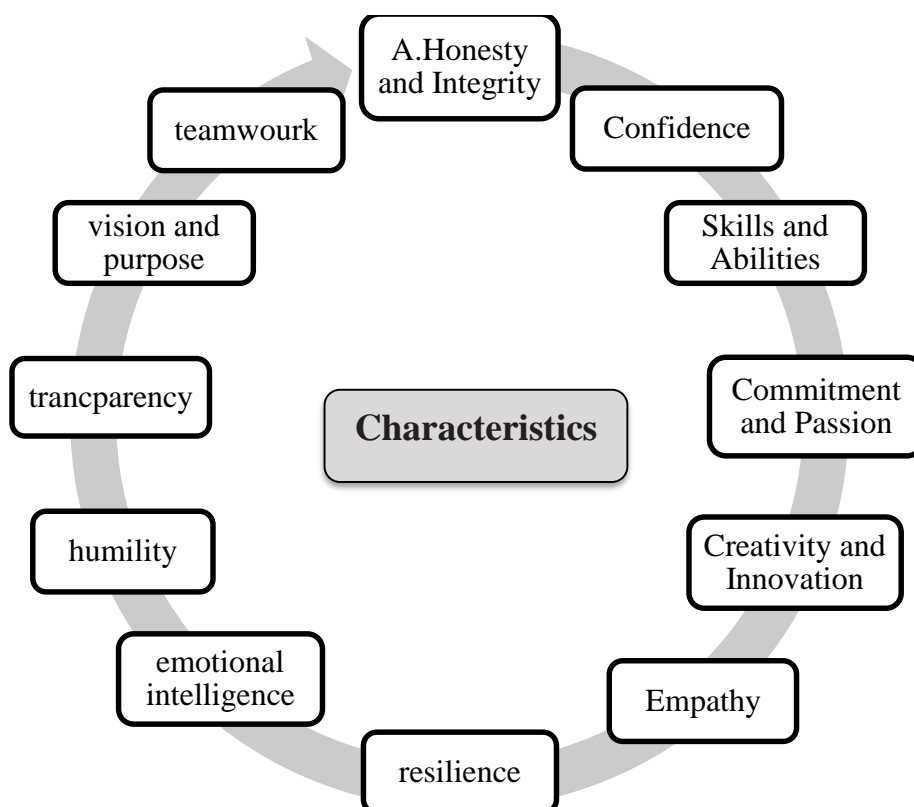
Source: prepared by the students, by according Radhika kapur ,**characteristics of effective leadership**,ResearchGate,2020,https://www.researchgate.net/publication/344348836_Characteristics_of_Effective_Leadership , in29/01/2023/ at 07:36.

Chapter 1: Theoretical Part

A. Honesty and Integrity:

Integrity is the practice of being honest and showing a consistent and uncompromising adherence to strong moral and ethical principles and values. Honesty and integrity are regarded as the indispensable characteristics of effective leadership. In the implementation of job duties of the leaders.

B. Confidence:

is referred to the feeling or belief that one can have faith or rely on someone or something. It is the belief in oneself. The leaders need to ensure that they possess efficient knowledge in terms of their job duties. And When the leaders are confident, they usually form the viewpoint that they will be able to cope with various types of problems and challenges in an efficient manner.

C. Skills and Abilities:

the leaders need to possess skills and abilities to carry out their job duties well and earn reverence. And The different types of skills, which the leaders need to possess are communication skills, time management skills, problem solving skills, decision making skills, technical skills, work ethics, and conflict resolution methods…. etc. Therefore, it is well Important that possession and up-gradation of skills and abilities is a strategic characteristic of effective leadership.

D. Commitment and Passion:

The commitment is referred to dedicating oneself to something. the leaders need to put emphasis upon reinforcement of these characteristics. The reason being, when they will reinforce commitment and passion, they will form positive viewpoints.

And When the leaders are passionate and committed towards the implementation of job duties, they are well-aware in terms of ways of carrying out duties well and generate the desired outcomes. [1]

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[1] Radhika kapur **,characteristics of effective leadership**, ResearchGate, 2020, https://www.researchgate.net/publication/344348836_Characteristics_of_Effective_Leadership , in29/01/2023/ at 07:36, Act, p 4-7

E. Creativity and Innovation:

Creativity is referred to imagination or original ideas to create something. Innovation is the implementation of something new and When creativity and innovation are to be put into operation, the leaders need to work in collaboration with the other members of the organization the implementation of these characteristics is not simple and straightforward, for this the leaders need to make use of resources in an efficient manner and Inculcate the traits of diligence, resourcefulness conscientiousness.

F. Empathy:

is referred to the ability to understand the feelings of others as if one is having themselves. The leaders need to understand the feelings and problems of others and provide them solutions. And also, they need to understand that employees have personal responsibilities, which they need to pay attention to.

G. Resilience:

is defined as the process of adapting well during the time of adversity, trauma, when these problems take place within the organizations, the leaders and other members will experience stress, and anxiety but the characteristic of resilience will enable them to cope with these problems and prevent them from having unfavorable effects upon the members as well as overall functioning of the organization.

H. Emotional Intelligence:

Emotional intelligence is referred to the ability to monitor one's own and the emotions of other individuals. Considered as one of the significant characteristics, which the leaders need to put into operation throughout their jobs. This characteristic will prove to be beneficial to them to a major extent. Some of the benefits Include, self-awareness, self-regulation, self-evaluation, internal motivation, empathy, social skills.

I. Humility:

Humility is referred to the quality of having a modest view in terms of one's importance in organizations, when the leaders depict humility, they do not give credit to themselves, but to others when the individuals are assigned the leadership positions then humility is regarded as one of the essential characteristics, which need to be possessed by the leaders.[1]

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[1] Radhika kapur, ibid, Act, p 7-9

J. Transparency:

The characteristic of transparency in leadership is referred to comprehensibility and lucidity the identification of the characteristic of transparency will enable the leaders to create openness between them and their subordinates. This is an ongoing process, which can have ongoing results.

K. Vision and Purpose:

Vision and purpose are regarded as important areas in terms of which all individuals need to be aware in achieving vision and purpose, the leaders need to possess certain skills and abilities. Therefore, it can be stated, vision and purpose are an important characteristic of leadership and individuals need to be well-aware in terms of measures and strategies to achieve them.

L. Teamwork:

Within all types of organizations, the leaders encourage the employees to work in teams. Teamwork is referred to way of working with each person, committed and working towards the common goal. Hence, the leaders need to put emphasis upon building teamwork skills of the individual. And The members of the team, work in co-ordination and integration with each other and stay committed towards the achievement of desired goals. [1]

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[1] Radhika kapur, ibid, Act, p 9-12

2-1-2 Traits of leadership

Leaders have some personal traits that distinguish them from manager and employees, that what makes them successful leaders, this shape will represent all of leadership traits we mention:

Figure n 5: represents leadership traits

Source: prepared by the students, by according Thomas Danborg, **the link between project management leadership and project success,** a dissertation presented to the school of management of Blekinge institute of technology MBA, Sweden, 2011, Act, p13-14.

Leadership has many traits that we mention some of them:

A. Trustworthiness: The capacity of the Project Leader for inspiring people trough Trust.

B. Passion and Motivation: Doing the best effort to accomplish the objective proposed.

C. Approachability & Friendliness: The most effective type of leader is an approachable one. Project team have to be confident about communicating with the Project Manager without any restriction.

D. Confidence: The Project Leader must show ambition, it will lead to confidence to the rest of the team.

E. Ability to Listen: The Project Leader, which listen well, Increase the chance to succeed in the project. Understanding all points of view.

F. Calmness: Project Leader trait to stay calm down under pressure when situation does not go according to plan.

G. Ability to Delegate: Project Leader must delegate. She/he cannot do it all by themselves.

H. Charisma: Project Leader trait, regarding self-confidence at the moment to communicate ideas.

I. Clarity: Project Leader must express all the Ideas Clear. Everyone is having as target the same objectives.

J. Human Understanding: Project Leader understands the team, values, and needs in al terms.

K. Adaptability and Flexibility: A Project Leader must be adaptable to change, especially with the unanticipated.

L. Wide Outlook: A good leadership trait is to be open mind, thinking out the box.

M. Sense of Humor: Helping to get ride in moments of high pressure.

N. Modesty: The Ability of being modest in all aspects.

O. Fairness/Equity: Project Leader must behave fair and with equity.

P. Hard Work: Project Leader have to work hard to succeed in the project.

Q. Patience; A good leader needs to show their team; they have the chance to do Things good, and with enough time.

R. Celebration: A Good Project Leader must celebrate and motivate the team group. [1]

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[1] Thomas Danborg, **The link between project management leadership and project success,** a dissertation presented to the school of management of Blekinge institute of technology MBA, Sweden, 2011, Act, p13-14

Chapter 1: Theoretical Part

2-2 Leadership competences:

Leadership competences are the basic skills that every leader must possess or acquire through leading and experience, and we have mentioned some of them below:

Figure n 6: representation of Leadership competences
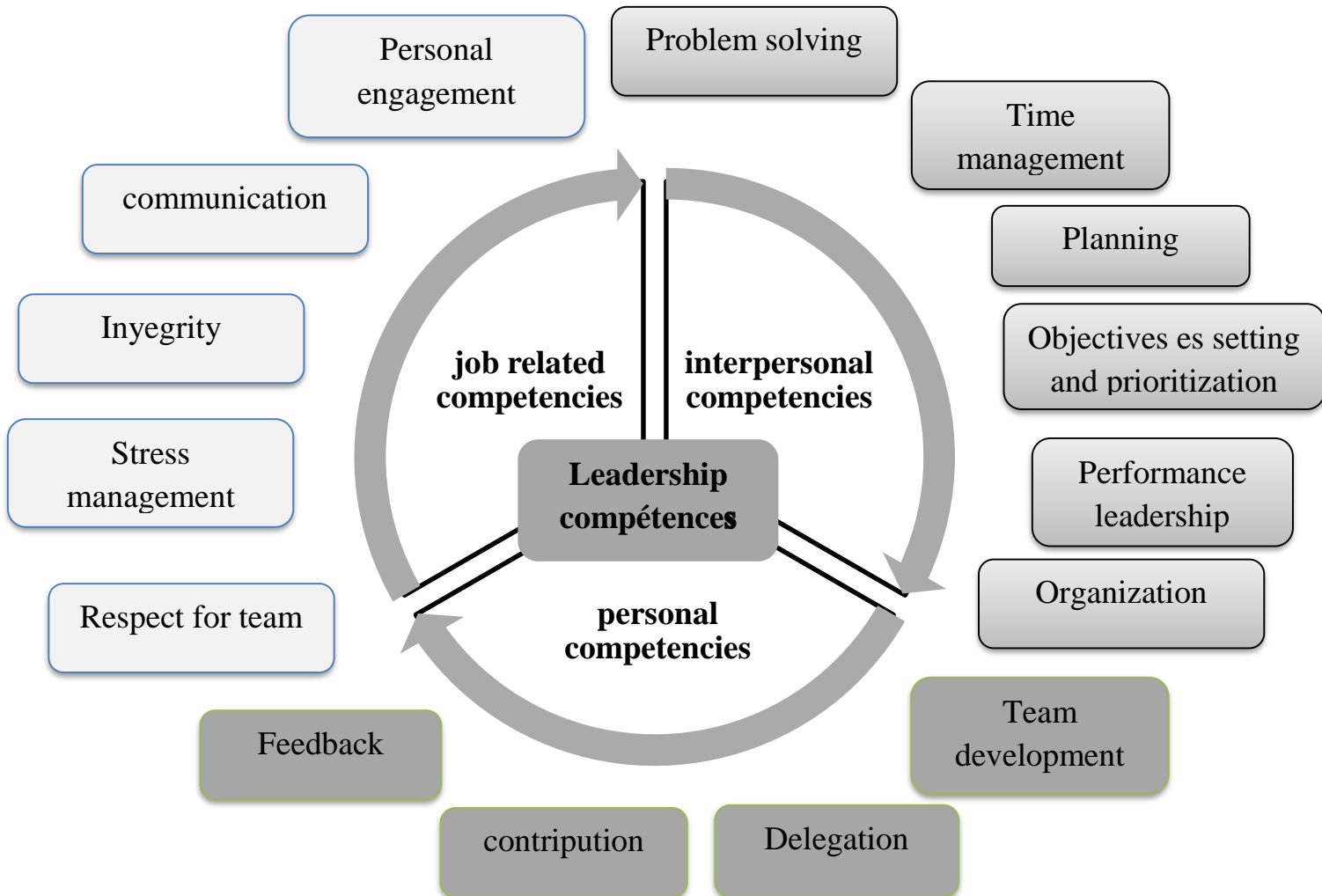
Source: Diana Florina Robescu, and others, **a study on leadership competencies,** Sciendo, vol 14, n7, 2021 p 222

Chapter 1: Theoretical Part

Table n 2: Definition of the competencies

Competency	*Definition*
1. *Job related competencies*	
Problem solving	Ability to anticipate and overcome obstacles or difficulties encountered in current work, by correctly identifying problems, formulating appropriate solutions to solve them and taking responsibility for actions and decisions.
Time management	The ability to effectively use one's own working time to achieve set goals, to set aside time for team management and good relationships with superiors, subordinates, and peers in the organization.
Planning	Planning the coordinated activity and projects considering the long-term perspective of the organization and building clear work plans for the team and their convincing presentation to those involved.
Objectives settings and prioritisation	Setting SMART work objectives for subordinate staff and prioritizing teamwork. Allocate the necessary time for the activities that contribute the most to the achievement of the company's strategic objectives and guide the coordinated team to proceed in a similar way.
Performant Leadership	Possession of good, specialized knowledge and management skills; the ability to define and track specific performance parameters to ensure the constant achievement of objectives and the permanent improvement of performance at the level of the coordinated team / teams.
Organization	Balanced and equitable distribution of tasks among the members of the led team and allocation to them of work tasks appropriate to the training and experience of each.

2. *Interpersonal competencies*	
Team development	Motivating, encouraging and constantly supporting subordinate employees so that they develop the skills necessary to achieve high professional performance and Creating culture based on continuous improvement and development at the company level.
Delegation	Ability to delegate tasks correctly to team members / led teams. Delegation of both routine tasks and complex decisions or tasks, preparing all the conditions for the delegates to successfully.
Contribution	Manifestation of an open, positive, and proactive attitude towards colleagues, towards work and progress in general. Involvement and support through personal example, current activities and projects of the organization to achieve the strategic objectives of the organization.
Feedback	Sincere recognition of the merits of subordinates, celebration of team achievements and public appreciation of special merits Requesting feedback about one's own activity, results and behavior from others and using the feedback obtained for professional and personal development.

Respect for team / employees / company	Manifestation of respect in all interpersonal relationships Promoting among the employees the awareness of the company's mission and the responsibility that each one has towards the clients, the health of the community and the protection of nature.

3. *Personal competencies*	
Stress management	The ability to cope with the demands of the job without excessive consumption of emotional energy, without affecting one's own health and the work environment of others.
Integrity	Constant behavior that gains the trust of others. Responsible and professional approach of all activities, in line with the values, strategy and mission of the organization. Compliance with applicable legislation rules working procedures and standards of the organization.
Communication	Ability and courage to express opinions pertinently, to say things by name, to manage conflicts effectively and to overcome obstacles in communication, creating an environment in which open debate and sincere dialogue are encouraged.
Personal engagement	The ability to generate enthusiasm and commitment among others to achieve the strategic objectives of the organization. The ability to inspire confidence in coordinated team members for the future, their ongoing motivation, and the cultivation of team performance.

Source: Diana Florina Robescu and others, **a study on leadership competencies**, Sciendo, vol 14, n 7, 2021 p 222-224

3 -3 The Shadow (dark) side of Leadership

Most of the literature on leadership – and there is a lot of it – buy into the myth of rational leadership, depicting leaders as paragons of virtue and listing in glowing terms the attributes that make them effective. So, it is alarming when we are reminded that there is another side to the coin. The dirty little secret that many leadership pundits overlook is that many leaders have a dark side. The recent financial meltdown has demonstrated that leaders are anything but rational decision makers. In spite of the many models introduced by management consultants, in real life, the inner psychological conflicts and tensions experienced by leaders mean that irrationality predominates. When we take a hard look at leadership theories, we realize that most are inadequate, oversimplified and even fictional – rationalizations made after the fact. If we are to bring a touch of reality to the organizational world, we need understanding of our leaders'[1]

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[1] Manfred.F.R.Kets & Katharina Balazs, **The shadow side of leadership,** ResearchGate, 2009, https://www.researchgate.net/publication/304681824_The_Shadow_Side_of_Leadership , date view 21/02/2023 at 12:34, p 1

psyches and the scripts that are playing out in their inner theatre. Senior executives need to dig deeper into their personal back-stories, upbringing and experiences to understand why they act the way they do. They may be dressed as adults, but they are nonetheless repeating behavior patterns first learned in childhood. Unwittingly, they become stuck in a destructive and repetitive cycle, losing their sense of purpose and direction.

A. The Narcissistic Leader:

There's no place where narcissism is acted out more dramatically than on the organizational stage, where narcissistic leaders can find themselves, but followers must lose themselves. Narcissism presents a very broad spectrum. Healthy self-esteem – the quality that makes us confident, assertive, and creative–sits comfortably at one end. Unfortunately, at the other sits extreme narcissism that leads to egotism, lack of empathy and the failure to acknowledge boundaries. Unsurprisingly, when a leader's overly narcissistic disposition is combined with a position of power, the consequences can be devastating.

B. The depressive leader:

People with a truly depressive disposition have restricted interests and difficulty understanding others' points of view. Their lack of spontaneity, indecisiveness, feelings of helplessness and inability to take initiative make them a poor bet for leadership positions. Their pessimism inclines them to overestimate their defaults and underestimate their capabilities. Of course, clinically depressed people are ill and need help, although they are frequently unwilling or unable to acknowledge their symptoms. The hurly-burly of working life can mask depression and distract colleagues from noticing when a colleague is suffer from depression. Depressives may be extremely judgmental and critical of others and would often struggle to motivate them. At work, their skepticism and cynicism will create a downbeat, discouraging and destructive atmosphere. Not only are they very hard on themselves, but they put considerable pressure on others. They expect the people who work for them to take on a great amount, while simultaneously nagging them to get things done and criticizing their performance as much as we talked about leadership its importance leaders and their role in success and development of the organization. [1]

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[1] Manfred.F.R.Kets de Vries & Katharina Balazs ibid p 2-3

Chapter 1: Theoretical Part

C. The Paranoid Leader:

Intel's Andy Grove told us long ago that, "only the paranoid survives". Paranoia exists on a spectrum that ranges from normal and sensible vigilance, through paranoid behavior, to an ultimately delusional state. Grove was far from advocating mental illness in the workplace. He argued for vigilance, not full-blown paranoia. Nevertheless, paranoia has been called "the disease of kings" for a good reason. The paranoid urge may be hard to control once it has taken hold. Its victims may succumb to pervasive and unwarranted suspicion of other people, misreading and misinterpreting their actions. For leaders, suspicion is an adaptive mechanism, a rational response to a world populated by real or imagined enemies and, unavoidably, some real, non-imaginary enemies. However, if suspicion is not moderated by a sense of reality, it slips over into paranoia. Effactive leaders ground their behavior in sound political practices that limit and test danger, and they rely on trusted associates to keep them safe and sane. Unfortunately, leaders with a paranoid disposition are often too isolated to engage in constructive reality testing. Preoccupied with details, they pay insufficient attention to the bigger picture, seeing hidden meanings and secret coalitions everywhere. [1]

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[1] Manfred.F.R.kets de vries & katharina balazs ibid p 4

Axe 3: The previous studies

3-1 The previous studies of leadership

A. Donald j Klingborg and Dale Moore, **what is leadership?** journal of veterinary medical education, vol 33, n 2, 2006.

Leadership has been vested in positions, while today leadership is seen as a role one moves continuously into and out of, depending on the circumstance. Leadership ideas have evolved so that newer characteristics of leaders Include being a team builder and This research gave a comprehensive study of leadership in terms of its history, current ideas about leadership traits, differences and similarities between leaders and managers, leadership tools, methods, and different purposes of leadership programs.

B. Diana Florina Robescu, and others, **a study on leadership competencies**, Sciendo, vol 14, n7, 2021.

This study provided a model for leadership competencies as well, we conducted a research using the 360- feedback model on a group of 23 managers, assessing fifteen competencies within three wide categories related to job, personal and interpersonal areas. As the 360-feedback model is based on the perception of LDC, an important aspect of the study was the assessment of the differences between self-assessment and stakeholders' assessment.

C. Abreu, Jose Luis, **The dark side of leadership,** international journal of good conscience, vol 13, n 2, 2018.

In a lot of research, leadership has been talked about, its characteristics, and its good results, but we must also talk about the dark side of leadership, and we find that this study have offered a side of destructive leadership and The purpose of current study is to examine the impact of destructive leadership behaviors on turnover intentions and deviant behavior through the mediation of job stress of leaders.

3-2   The previous studies of Apple

A. Weiyu Tian, **The Core Competentness of Apple Inc.,** (ICFIED 2022)   Atlantis Press International B.V, vol 648, n 4, 2022.

This article holds that Apple's competitiveness is based on multiple advantages and achieved through the joint efforts of various parties, which is realized by the highly unified marketing, innovation, renewal and operation within Apple. Fundamentally speaking, Apple's history brand image, organizational structure, employees and corporate culture are highly harmonious and mutually promoting. The research on Apple's core competitiveness in this paper can effectively guide manufacturers and enterprises in the industry to cultivate their unique core competitiveness and guide the sustainable and healthy development of high-tech industry. This study provided ideas about Apple, an accounting analysis and its competencies.... And helped to identify the most important reasons for the company's success.

B. Calanog Michelle **Apple, Inc. Can it Prosper Without Steve Jobs?** Business In partial fulfillment of the course requirements in Strategic Management Term in Dela Salle University Manila Philippines, 2019.

the problem statement is How can Apple, Inc. Sustain their market share considering the passing of the late Steve Jobs?

We find that this study has done many analyzes for Apple, Including a SWOT analysis… and presented the company's vision and values...and The case was taken from the point of view of Tim Cook since he worked closely to grow the business with Steve Jobs back in the early 2000's and is now the acting CEO of the company.

C. Sonal Trivedi **A Study on Development of Personal and Management Skills in Apple Inc.** international Journal of Human Resource Development and Management. Vol 9, n 1, 2019.

This article explores the process of developing human resources in Apple Inc. This article suggests a list of key transferable skills required in the workplace. And also, this article describes the supportive leadership style and relevance of path goal theory in it. The Management and Leadership Competency Model is described to identify competencies that influence supervisors and peers in the achievement of a particular organization's objectives.

This report suggests a 'personal development plan' that facilitates an Increased level of leadership and management skill. This report concludes that key transferable skills, supportive management and leadership style and path goal theory are inter-related and support each other.

D. Choo Eern Yie, and others **A Critical Analysis of Internal and External Environment: Case Study of Apple Inc**. Journal of International Business and Management, vol 4, n10, 2021.

Apple Inc. It is a well-known information technology company in the global market. The organization has a wide range of products that include MacBook, iPhone, Apple TV, iPad and Apple Watch. In the era of globalization, with technologies, Apple users are looking for performance products that are unique, aesthetically pleasing as well as emphasizing good product qualities. In 1976, Steve Jobs and his associates founded with Apple Partners to develop high-tech products. In order to evaluate Apple's strategic capabilities, Osterwalder's Business Model Canvas has been applied in this case study. There are several competitive analysis tools written in this article including internal factor, external factor assessment matrix, SWOT matrix, SPACE analysis, as well as internal and external analysis (IE) to assess Apple's competitive intelligence. During the report, each component is evaluated. The model reflects the direction of how and how Apple can overcome obstacles. Benefit by expanding its business in the international market.

3-3 The previous studies of Steve

A. Marlane C. Steinwart & Jennifer A. Ziegler **Remembering Apple CEO Steve Jobs as a "Transformational Leader"** Journal of Leadership Education, vol 13, n 2, 2014.

This paper explores the implications of using Apple co-founder and former CEO Steve Jobs as a "paradigm case" of transformational leadership by comparing the practical met discourse of remembrances published at the time of his passing to the theoretical met discourse of transformational leadership The authors discuss, Including how problematizing Jobs as a paradigm case might lead to fruitful discussions about the importance of a transformational leader's engagement with followers and They presented the most important characteristics that were in Steve, but they are not among the characteristics of a transformational leader, and the most important points that brought together Steve and a transformational leader.

B. Carmine Gallo, **The Presentation Secrets of Steve Jobs,** McGraw-Hill, first edition, New York, 2010

This book presented an extensive study about the life of Steve Jobs and all his ideas and products that changed the world, as well as about his leadership method and all the stages he went through in order to achieve the success he aspires to. He presented a lot of quotes, advice and ideas from Steve.

C. Lotte Skjøttgaard Sørensen, **How to Grow an Apple: Did Steve Jobs Speak Apple to Success?** master's thesis, Aalborg University, Denmark, 2013

Companies have a chance to be very successful around the world. One of them is Apple. Apple is famous for a lot of things, but above all their products and their former CEO Steve Jobs are what characterizes this business. Unfortunately, Steve Jobs died in 2011. But he left behind more than a successful company and an iconic status. Jobs died having an image as a charismatic leader who possessed great speaking skills. One of the aims of the thesis is to find out if there is a development in Steve Jobs' rhetorical and linguistic skill from Apple's foundation in 1976 to Jobs death in 2011. Some researchers have discovered a link between rhetoric and charisma and other charisms and organizational performance.

Therefore, if it is possible to find a development in Steve Jobs' rhetorical and linguistic skills, could this development be correlated to Apple's organizational performance? The last part of the thesis aims to find out if other business leaders can learn from Steve Jobs rhetorical and linguistic skills. This comparison showed that Steve Jobs did not develop his rhetorical and linguistic skills from 1976 to 2011. However, he did have good rhetorical and linguistic skills despite the fact that he did not develop them over time.

D. Hyeonjoo Kim **Comparison of Strategic Leadership: Steve Jobs and Tim Cook,** Business and Management Studies, vol 6, n 3, 2020

Research for leadership of CEO constructs understanding of effective way of improving organizational performance crucially. Behavior of employees as unconditionally following their leaders would be significant example of leader's effective influence to employees. And this article presented a comparison between the two most important leaders who led Apple to achieve the position it is in, namely Tim Cook and Steve Jobs.

Conclusion:

We conclude from the foregoing that leadership is the ability to translate vision into reality and influence that this leadership does not exist in all people ,the leader is not himself the manager also not every manager is a leader, but it is certain that every leader is a manager and this is because of difference in characteristics and traits that give the person preference to be a leader to achieve success that cannot be imitated by competitors ,and also we cannot forget that in this existence there are two sides to everything and leadership also has a dark side that appears if it is used incorrectly .

CHAPTER 2

Case Study of the Leadership Style in Apple Inc

Think Different

"The people who are crazy enough to think they can change the world are the ones who do."

Chapter 2: casa study of the leadership style in Apple Inc

Preface:

After what we discussed in chapter 1, which concerns knowledge of leadership and its most important elements and its important role in management. In this chapter, we will focus on the role of leader Steve Jobs in Apple, what is the dominant leadership style in the company, in addition to introducing the company and what is its objectives and what distinguishes it from the other companies, which leads to the identification of its leader Steve Jobs from the beginning. His life, to see how he founded the company, what characteristics distinguish him, his rhetorical skills, his creative thinking. And We have separated this study into a range of axes:

Axe 1: summary of Apple corporation

1-1 overview about Apple

1-2 the vision and mission of the Apple

1-3 strategy of Apple corporation

Axe 2 the leadership style of Steve Jobs

2-1 the story of Steve Jobs

2-2 beginning and growing with Steve Jobs

2-3 the leadership styles of Steve Jobs

2-4 the dark side of Steve Jobs

Axe 3 Steve Jobs and Tim Cook

3-1 Tim Cook the new leader of Apple

3-2 comparation between Steve Jobs and Tim Cook

3-3 what we learn from Steve Jobs CEO of Apple

Chapter 2: casa study of the leadership style in Apple Inc

Axe 1: Presentation of Apple

In this Axe we wanted to give a general idea about apple which we mention below:

1-1 An Overview of Apple

Source :https://en.wikipedia.org/wiki/File:Aerial_view_of_Apple_Park_dllu.jpg in04/05/2023 at

Apple Inc is an American multinational corporation, one of the greatest in the world, that designs and manufactures consumer electronics and computer software products. In 1976 Steve Jobs, Steve Wozniak and Ronald Wayne founded Apple Computer Inc, renamed as Apple Inc. In 2007 which corporate headquarters located in Cupertino, California. The company started its business initially with personal computers and laser printers, from 2001 presented its portable digital audio players, iPods, iTouch, iPhones and iPads, and in 2011 services such as Siri and iCloud. Apple Inc. Has been significantly pioneering in highly competitive electronics market through more dedicated and loyal customer base and continually innovating its products. It also significantly improved it software products such as Airplay, FaceTime, iCloud, iCloud Drive, iOS, iPadOS, macOS, XCode and Currently Apple's assigned CEO is Tim Cook. As for FY2022 it has around 164,000 employees, operates its manufacturing mainly in China and manages its sales through more than 450 retail stores in 16 countries besides its third-party cellular network carriers, wholesalers,[1] It operates through the following geographical segments: Americas, Europe, Greater China, Japan, and Rest of Asia Pacific. The Americas segment Includes North and South America. The Europe segment consists of European countries, as well as India, the Middle East, and Africa. The Greater China segment comprises China, Hong Kong, and Taiwan. The Rest of Asia Pacific segment includes Australia and Asian countries and online distribution markets. The iPhone represents over 50% of Apple's revenue and Apple Total net sales for the year 2022 were estimated at 394,328 million \$[2].

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[1] Munisa Abdukarimova and others, **Company Overview for 2017-2021: Apple vs Microsoft,** International Journal of Current Science Research and Review, Vol 4, n7, 2021 Act p 767

[2] Annual report: APPLE Inc 2022

Chapter 2: casa study of the leadership style in Apple Inc

Table n 3: Information's about Apple Inc.

Company	Apple Inc.
CEO	Tim cook
Year founded	1976
Headquarter	Cupertino, California
Employees (2022)	164,000
Type	Public
Ticker symbol	AAPL
Market cap (2022)	$2.29trillion
Annual revenue (2022)	$394.32 million
Profit / net Income (2022)	$99.8 billion
Competitors	Microsoft	Lenovo	Google	Samsung	Toshiba	Dell	Sony	HP	Acer	Netflix	Disney	Amazon	Chase	Citibank	Wells Fargo	U.S. Bank	YouTube

Source: prepared by the students by according, Annual report: Apple Inc. 2022

Figure n 7: top 5 growth over time by value
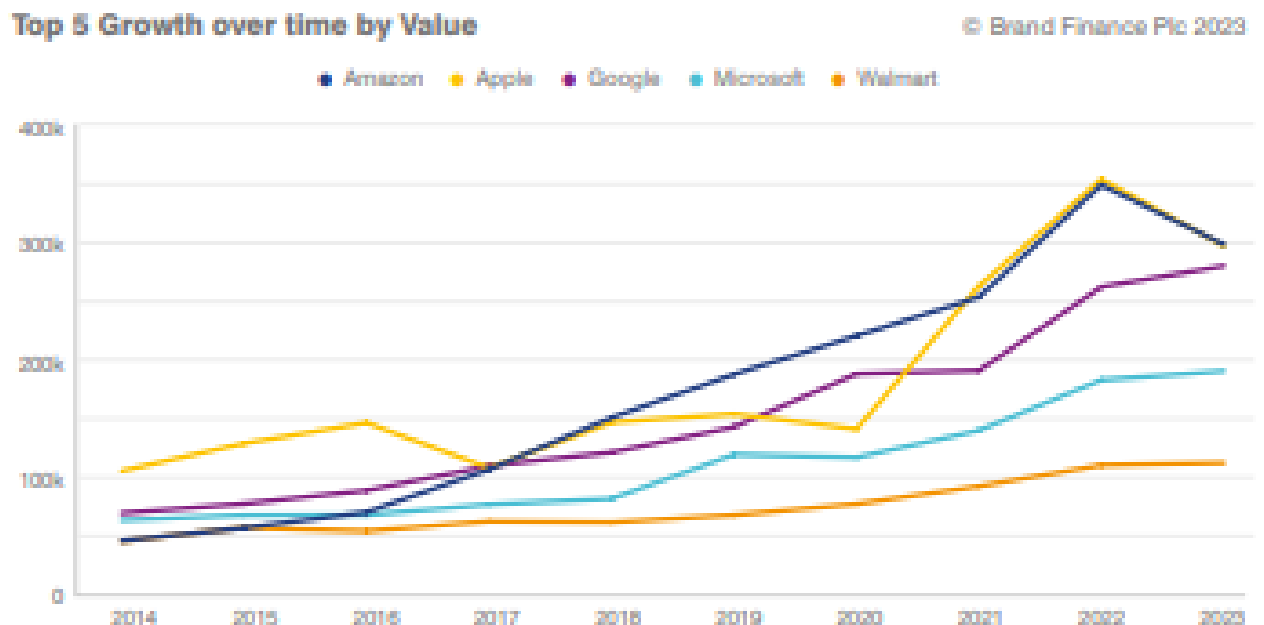
Source: David Haigh, Ranking Analysis, Brand Finance Global, vol 500, n 100, 2023, p14

Figure n 8: Apple Inc stock price 2022

Price

153.29 USD

Source: Annual report: Apple Inc. 2022

Figure n 9: the percentage of sales of Apple's products and services
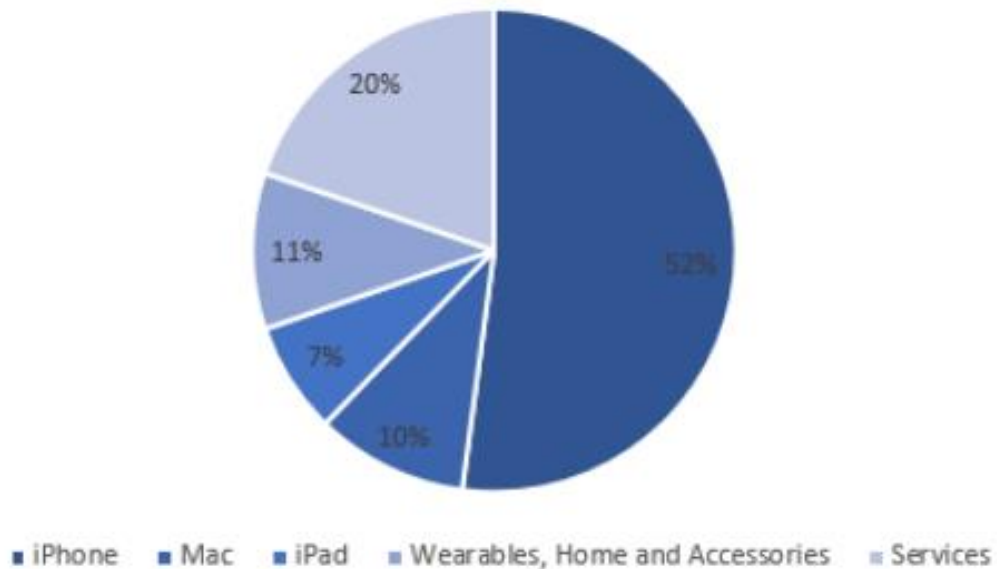
Source: Steven Danna and others, **Apple Inc. (NASDAQ: AAPL),** uiowa.edu
https://students.tippie.uiowa.edu/sites/students.tippie.uiowa.edu/files/2023-04/s23_AAPL.pdf ,
in 24/05/2023 at 10:50, p 7

Chapter 2: casa study of the leadership style in Apple Inc

Apple Inc has many products and services which we summarize in the following table:

Table n 4: Apple Inc produsts & services

Apple Inc products & services	
Music Products & Services	• iPod & related accessories • iTunes Store: Online service to distribute 3rd party music/audio books/music videos/short films/tv shows/ movies/podcasts
Phone Products & Services	• iphone • app store
Computer Hardware	• Mac Hardware products • iPad, tablet pc • Server & Storage Products • Related devices & Peripherals • 3rd party Hardware
Software Products & Computer Technologies	• Software programs (Mac OS X and iOS) • iLife, iWork
Wireless Connectivity & Networking	• iCloud • Airport extreme (wireless networking technology)
Internet Software & Services	• Web browser (Safari5) • MobileMe • Quick Time
Peripherals	• Apple branded & 3rd party Mac compatible peripheral products

sorce: prepared by the students according on Loizog Heracieouse and others, **Practicing Strategy Text & Cases,** the second edition, published by sage publication Inc, london united kingdom, 2016, p 169

Chapter 2: casa study of the leadership style in Apple Inc

Figure n 10: The organization structure of Apple Inc during the existence of Steve Jobs
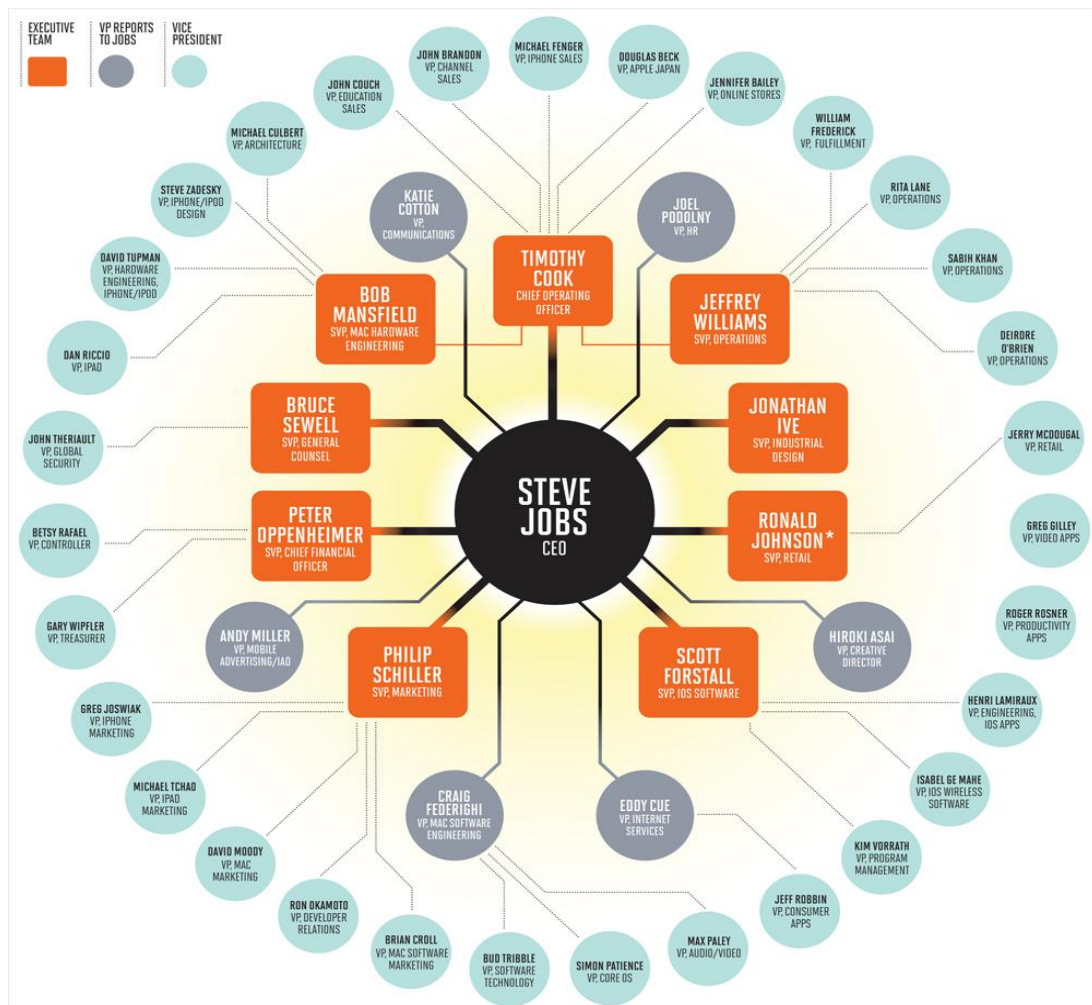
Source: Abhishek Sharma, **Apple Inc. A strategic analysis faculty of business administration,** PHD thesis **faculty of business administration** memorial university, newfoundland, 2012 p 24

Apple uses a corporate structure that is described as a "functional and hierarchical organization, this structure has been developed by the CEO Steve Jobs to ensure a targeted realization of his innovative ideas and a clear vision for the company. Apple is split into focused divisions. Each division has their own upper management and vice presidents. The organizational structure is divided into three categories: Executive team, VP Reports to Jobs, Vice president.

Chapter 2: casa study of the leadership style in Apple Inc

Figure n 11: Apple current organization structure with CEO Tim Cook
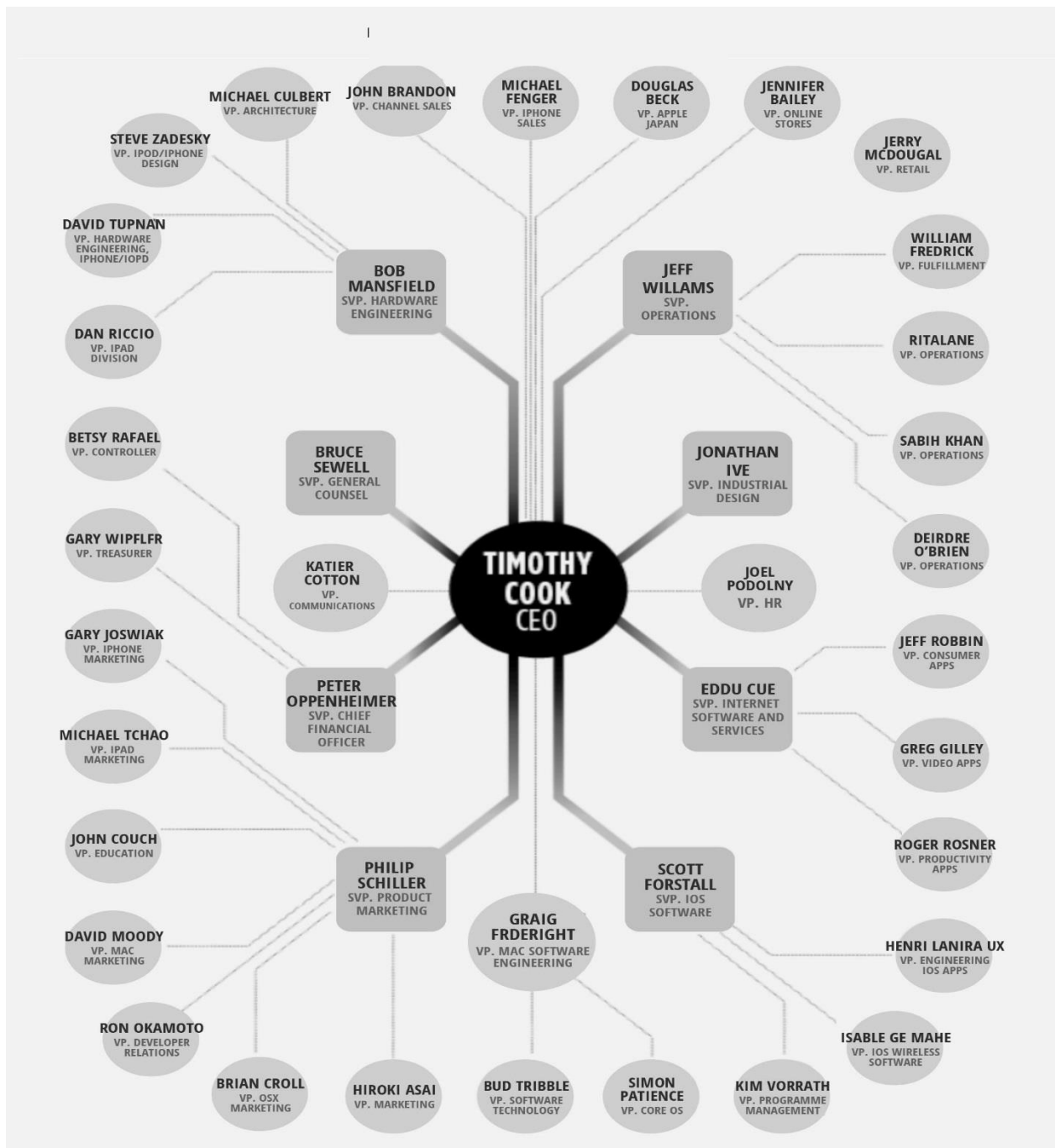
Source: **https://managementofapple.wordpress.com/role-of-managers/** in 29/04/2023 at 18:18

The company combines job structure and hierarchy developed by Jobs with the somewhat collaborative approach implemented by successor Tim Cook, he offered a more collaborative approach Between managers and staff.

Chapter 2: casa study of the leadership style in Apple Inc

1-2 Vision and Mission of Apple Inc.

Here is analysis of Apple's mission statement, vision, and values:

1-2-1 Apple Mission Statement

"To bringing the best user experience to customers through innovative hardware, software, and services."

What does Apple's mission statement mean?

This mission statement highlights Apple's commitment to offering the best products and services to meet each of its customer's unique needs. It guides the company towards its long-term goals, which has contributed to its success. Apple's mission statement consists of three core components:

A. **Best User Experience:** Whether it is iPhone, iPad, or wearable, Apple designs all its products to be user-friendly. The company does not compromise when it comes to user experience. Apple's products come with innovative and user-friendly features, delivering the best experience for the end-user. In 2020, Apple introduced robust location and Bluetooth permissions in iOS 13. In 2021, it unveiled an **opt-in ad-tracking feature for iOS 14**. These user-friendly privacy features can help protect the personal data of iPhone users and improve their experiences.

B. **Innovative Products:** Apple designs products that address the unique needs of its customers. Since its founding, Apple has pushed the standard in product design, usability, and functionality. Apple's hardware and software solutions cater to various market segments, Including education, business, and healthcare. In the past few years, Apple has Increased its healthcare presence with innovative products like Apple Watch for detecting heart irregularities. Its Apple Health Records feature for iPhone allows patients to access their medical data via their mobile devices. In Q1 2020, Apple reported **$91.8 billion in quarterly revenues** with record-high earnings from its healthcare products and services.

C. **Quality Service Delivery:** From its App Store, Apple Care, and tech support, Apple is obsessed with customer service. It oversees everything, from design to development, sales, and repairs. This hands-on approach gives Apple an edge over its competitors. [1]

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[1] https://bstrategyhub. Com/Apple-mission-statement-vision-core-values in14/4/2023 at 00:32

Chapter 2: casa study of the leadership style in Apple Inc

1-2-2 Apple Vision Statement:

> *"To make the best products on earth and to leave the world better than we found it."*

What is the meaning of Apple's vision statement?

Apple's vision statement guides the company's decision-making processes, strategic management, and operations. It ensures each decision takes the company closer to realizing its mission and goals. The statement consists of two components:

A. Leadership in Product Design: From iPhones, iPads, iPods, Macs, microchips, and more, Apple delivers high-quality products to the market. The company seeks to protect its leadership in product design and development by pushing for novel innovations. In April 2021, Apple introduced the new iPad Pro with an industry-leading M1 chip and ultra-fast 5G. Apple-designed M1 chips push the limits of iPad Pro's performance, making it the fastest device of its kind. The new iPad Pro is 5G-enabled and can reach **speeds up to 4Gbps**. 5G is the future. So, Apple can rely on this next-gen iPad to protect its global leadership position for many years to come.

B. Carbon Neutral: Apple's vision is to attain zero net climate impact across all its operations. In 2020, the company unveiled a plan highlighting its commitment to ensuring all Apple devices are carbon neutral by 2030. According to Apple's 2020 Environmental Progress Report, the company plans to **reduce emissions by 75%** and develop innovative carbon removal solutions for the remaining 25% of its footprint by 2030. "*With our commitment to carbon neutrality, we hope to be a ripple in the pond that creates a much larger change,*" said Tim Cook, Apple's CEO.

1-2-3 Apple Core Values:

Apple's values dictate how the company and its employees operate and interact in the workplace and the world.

A. Accessibility: Apple gives consumers and organizations access to the hardware, software, services, and technologies they need to achieve their goals and aspirations. Developers rely on Apple's App Store ecosystem to build applications. [1]

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[1] https://bstrategyhub. Com/Apple-mission-statement-vision-core-values in14/4/2023 at 00:32

In 2020, Apple reduced App Store commission to 15% for small enterprises. The program's reduced commission gives small developers access to App Store and more financial resources to reinvest and grow their businesses.

B. **Support education:** The Cupertino-based tech giant gives products, support, and opportunities to schools that need them most. Since 2014, Apple has been part of the initiative and donated over $100 million worth of teaching and learning solutions to more than 100 underserved schools across the US.

C. **A planet-sized plan:** Apple is carbon neutral and working to make all its products with clean energy and no carbon footprint by 2030. In 2021, Apple announced the Restore Fund, a first-of-its-kind carbon removal initiative. It will invest **$200 million** in forestry projects to remove about 1 million metric tons of CO2 annually from the atmosphere. This initiative builds on Apple's ongoing work in forestry conservation, including a partnership with organizations in Colombia to restore a 27,000-acre mangrove forest.

D. **We're all in:** Apple has strengthened its long-standing commitment to making the workplace more Inclusive and promoting justice globally. In May 2021, Apple fired Antonio Garcia Martinez, one of its ad managers, for promoting sexist and racist views in his 2016 book "Chaos Monkeys." More than 2,000 Apple employees signed an internal petition denouncing sexism and racism. Apple values Inclusion and diversity in the workplace.

E. **Privacy is a human right:** Apple designs its products to protect consumers' privacy and give them control over their information. The company believes that privacy is a fundamental human right. In April 2021, Apple updated its IOS with new privacy controls designed to protect iPhone users from being tracked by digital advertisers. Apple's more than 1 billion iPhone users will receive a pop-up notification in some apps seeking their permission to collect data. This feature ensures that third-party apps and websites cannot use customers' data to track them online.

F. **Racial equity and justice:** As a global leader in technology, Apple acknowledges its responsibility in the fight against systemic racism and injustice globally. The company committed $100 million through the Racial Equity and Justice Initiative (REJI) to help dismantle racism facing communities of color. Apple banned Parler from its app store for allowing its users to propagate hate and plan the Jan 6th storming of the US congress. In April 2021, Apple reinstated Parler in the app store after implementing new updates to detect unlawful content and hate speech. [1]

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[1] https://bstrategyhub. Com/Apple-mission-statement-vision-core-values in 14/4/2023 at 00:32

G. **Supplier responsibility:** Apple holds its suppliers to the highest labor and human rights standards, health and safety, and environmental practices. To accomplish this, the company conducts a rigorous supplier performance assessment process in these three areas. In 2019, Apple conducted 80 assessments at manufacturing facilities, **50 in the services supply chain**, and 291 evaluations at smelting sites and refineries.

1-2-4 Apple Goals and Objectives

One of the reasons Apple is so successful is that they set coals they can ere achieve where they are specific, measurable achievable, realistic and timely. And here we mention asset of Apple goals and objectives:

A. To provide customers with high-quality services with a knowledgeable sales staff.

B. To bring best user experiences to customers through its innovative products and technologies.

C. To design and develop its own operation systems, hardware, application software and services.

D. To Increase sales volume by opening more stores, launching new products, streamlining production and using smart marketing tactics. [1]

E. Apple has the objectives to launch groundbreaking products continuously, to become a trendsetter in the market by introducing existing and new products.

F. It has objective to continuously innovate and introduce the future technology movement.

G. Continuously expand the Apple stores' chains globally in India and China and make the products assessable to ex-online, retails channels, big box retailers etc.

H. Maintain premium prices by gaining more market share and enhance profit margins.[2]

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[1] Kelvin Cheung, **APPLE INC**, group written case synopsis, Simon Fraser University, Canada, p 2
[2] Feifan wang "Apple -final paper" article in academia Vol 4, n 2 2014 p 4

1-3 Apple Strategy and SWOT / PORTER analysis

1-3-1 Apple strategy

We may describe the Apple strategy as:

It is represented in difference and distinction in the form of designing and developing operating systems as well as, hardware, application programs, and services to provide new high-quality products and solutions that differ by. Ease of use, seamless integration, and innovative industrial design.

A. Apple Business Level Strategy

- Differentiation strategy.
- Focuses on high quality and innovation.
- Offers strong graphic performance with great design.
- Creates brand loyalty.
- Products can be imitated at a lower cost structure than Apple focuses on superior quality and innovation focuses on superior quality and innovation.

B. Apple International Strategy

- Follows a global strategy.
- Promotes its products worldwide as a standardized product.
- Uses centralized control to tightly monitor and coordinate their pricing across different. [1]

C. Apple Marketing Strategies

- **Product Design:** Apple's design philosophy emphasizes simplicity, functionality, and aesthetics, which has enabled the company to differentiate its products from competitors and appeal to consumers who value high-quality products. The design of Apple products is not only aesthetically pleasing but also functional, which ensures that the products are easy to use and intuitive.
- **Pricing Strategy:** The company's pricing strategy is consistent with its brand image and emphasizes the quality and value of its products. Although this pricing strategy may limit the company's market share, it has enabled Apple to maintain its profitability and appeal to consumers who are willing to pay a premium for high-quality products.
- **Promotion:** Apple's promotion strategy is focused on creating a strong brand image and emphasizing the benefits and unique features of its products. [2]

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[1] Kelvin Cheung, ibid, p 5
[2] Ishaan Nigam, **Marketing Strategies of Apple Inc**, International Journal for Multidisciplinary Research (IJFMR), vol 5, n 2, 2023, Act, p 3-4

The company uses a variety of advertising and marketing campaigns, including product launches, TV commercials, and social media campaigns, to promote its products and build brand awareness.

- **Distribution:** Apple's distribution strategy is focused on providing a seamless and convenient purchasing experience for its customers. The company operates its own retail stores and online store, which allows it to control the customer experience and maintain a consistent brand image.

1-3-1-1The Positive and Negative Factors of the Strategy:

A. The Positive Factors of the Strategy

Apple's strategy has positive factors that helped it to build its image, and achieve a competitive advantage over others, from which we mention:

- **The IOS Operating System is Unique and Closed:**

Apple's products run on a different operating system than their counterparts in other brands: Mac Os X, the operating system for Mac, is different from the mainstream Windows operating system, the iOS operating system for the iPhone is also different from the android operating system used by other brands. At the same time, the two operating systems are different from Windows and Android in that they are open and closed. The particularity of Apple products is firstly based on the particularity and closure of its system.

- **Leading Edge in Peripheral Technology and Product Design:**

Apple does not master the core technology; its product development is based on deep insight into customer needs and other companies' core technology, on the basis of which peripheral technology development and product design. But because of its peripheral technology and product design level, still make it obtain huge value-added.

- **Build a Closed and Win-Win Platform:**

The music store business model, such as the APP store, is unique to Apple. The operating system is closed, creating a technical barrier that makes it impossible for Apple products to install apps without the system, Apple can't afford to make so many apps, so it's encouraging developers to create apps based on its operating system, in part by sharing them with developers, on the other hand for the company to increase revenue. [1]

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[1] Li Zeng, **An Analysis of Apple's Internationalization Strategy**, International Journal of Frontiers in Sociology, vol 3, n 17, 2021, p 107

- **Maximize Brand Value:**

In the aspect of brand image building, the uniqueness of Apple's brand image first benefits from the uniqueness of Apple's products, that is, the intrinsic and extrinsic attributes of its products, on the basis of which the value of the brand is added, thus obtaining a huge brand premium, it's also an important source of value for Apple.

B. The Negative Factors of the Strategy:

Since there are positives in the company's strategy there are negatives that obstructed them, from which we mention:

- **The Advantage of R & D on the Core Technology of the Product Is Weakened:**

In China, for example, the rise of domestic brands has been the main reason for Apple's setback in the country, where handset makers have shipped more phones than Apple and Samsung combined for two consecutive quarters. With the continuous and high-efficiency R & D input, the domestic manufacturers have achieved the global leading in the core technology field and achieved the technological catch-up.

- **Product Distribution Channels Lose Ground to Local Competitors:**

Online and offline two-pronged channel deployment has greatly expanded the penetration of domestic brands dimension and depth. In contrast, Apple's offline channels are relatively small and unevenly distributed, with only 34 retail stores opening in China, mainly in first-and second-tier cities. It can be said that there is a serious gap in the deployment of Apple's offline channels; local brands have a sharper market sense.

- **The Dominance of Product Patents is Under Threat:**

Local smartphone makers are stepping up patent construction in an effort to undercut Apple's dominance in the sector. Domestic manufacturers are gradually getting rid of the shackles of price wars, turning their targets to technological research and development, and increasing the intensity of patent applications and patent protection for their products. Some enterprises have already made breakthroughs in core technologies, be Able to develop and produce flagship products at its own pace, such as Huawei in China. [1]

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[1] Li Zeng, ibid, p 108

Chapter 2: casa study of the leadership style in Apple Inc

1-3-2 SWOT Analyses

SWOT (which stands for strengths, weaknesses, opportunities, and threats) analysis is a significant part of business planning, which using diagrams or tables to analyze a business risk by focusing on these factors and provide assessments. Here is the comprehensive analysis of the strengths, weaknesses, opportunities, and threats of Apple, Inc.

Table n 4: SWOT analyses

Apple's Strengths:	Apple's Weaknesses:	Apple's Opportunities:	Apple's threats
• Brand awareness and high reputation • Top innovative products and proficient technology research • Mature and stable operating system	• . High priced products • Market strategy is not flexible enough to adapt to local conditions. • Incompatibility with other software	• Services business segment • Smart wearable technology market increase • Self-Driving Software Technology	• Coronavirus epidemic • outbreak the trade war between China & America • Increasing Competition with other Tech companies

Source: Xuanyi Chen1and others Apple Inc. Strategic Marketing Analysis and Evaluation Advances in Economics, Business and Management Research (ICEMCI 2021) in Atlantis Press International B.V. Vol 203, n 4, 2021, p 3056

A. Strengths:

Apple's largest asset is the brand value and name itself. Throughout 2022, 51% of Americans used or owned an iPhone, iPad, or Macbook. 16 Having a market share of this size is due to almost two decades of consistent innovation within Apple's products. The consumer is confident that a new Apple product will be the highest quality device on the market that also functions extremely well. Apple has over 55,000 active patents17, allowing for constant innovation throughout its products and in turn staying one step ahead of its competitors. Another strength that Apple possesses is its brand marketing approach. Apple releases and markets new products that follow a consistent schedule each year. With heavy marketing throughout Q2 and Q3 promoting the newest product.

B. Weakness:

Recently, the rise of counterfeit products, specifically Apple smartphones and tablets, have been on the rise. [1]

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[1] Steven Danna and others, **Apple Inc. (NASDAQ: AAPL),** uiowa.edu
https://students.tippie.uiowa.edu/sites/students.tippie.uiowa.edu/files/2023-04/s23_AAPL.pdf , in 24/05/2023 at 10:50, p 9

This takes place primarily outside of the United States, which makes it harder for Apple to monitor and intercept these counterfeit goods. With such a recognizable brand name and logo, making an identical product is incredibly easy, which leads to revenue going to companies that are producing these products. Apple's main weakness is the operating system that all Apple products run on. Whether it's IOS or MacOS, all of the information and data is monitored and stored by Apple. This causes the consumer to rely on Apple products, as their information will not be available on other non-Apple devices. As many users want a seamless transition between Apple and non-Apple devices, they may choose to pursue a different technology system that has outsourcing for operating systems.

C. Opportunities:

Apple's focus to grow the services offered presents many opportunities, one of which being the Apple Pay and Apple Card systems. With the addition of the Apple Card, Apple has just released its newest service, "Apple Pay Later". This allows the consumer to take out a loan on a purchase that is then paid back over four installments over six weeks. Since this service was released at the end of Q1 2023, there is still an opportunity to expand into higher payments and longer loan periods. The ever-growing artificial intelligence within technology allows Apple to continue to upgrade the AI systems embedded in their products. Rumors have surfaced regarding new FaceID capabilities, with deepened retina scans for more security. Apple has also been working on artificial intelligence that can be used in the Apple Car, a fully autonomous vehicle that is rumored to be launched in 2026. Another opportunity that Apple has expressed interest in is the possible expansion of production, as well as brick and mortar stores into India. Currently, they are planning on opening upwards of 100 stores22 throughout the country, therefore increasing the number of users around the country. Along with opening stores, Apple claims that the move to India could ultimately increase iPhone production by 2-3x, as supply chain issues could be eased.

D. Threats:

The United States – China relationship has continued to be shaky at times, which has a direct impact on Apple. Apple sources all of the chips and processors essential for the technology from China, and more specifically, Taiwan Semiconductor Manufacturing company. Over much of 2022 and into 2023, we saw geographical reach dwindle due to the COVID-19 pandemic. With these countries being placed in a lockdown by their respective governments, Apple was faced with an extreme supply chain disruption which resulted in less physical sales.[1]

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[1] Steven Danna and others, ibid, p 9-10

To avoid this in future lockdowns, Apple may have to produce products in the United States or neighboring countries. Technology startups have led innovation throughout the growing technology sector. This has led to pressure for Apple specifically, as they have been deemed the industry leader. Staying on top and ahead of innovation is costly and could ultimately raise the prices of products if newer tech startups continue to innovate.

1-3-3 Porter's Five Forces Analysis:

Porter's five competitive forces are used to determine whether new products or services are profitable, or to determine an industry`s weaknesses and strengths, and we used porter analysis for apple company and the results obtained are as follow:

Figure n 12: Porter's Five Forces Analysis
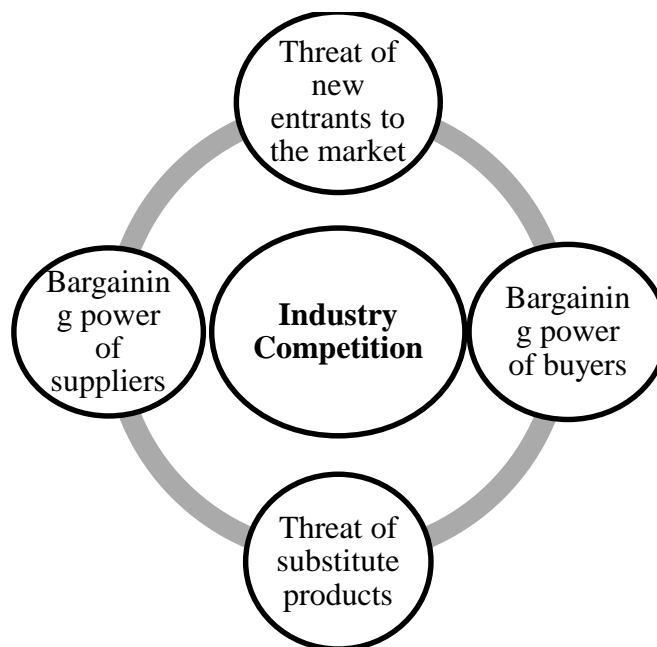
Source: prepared by the students by accreditation Calanog Michelle **Apple, Inc. Can it Prosper Without Steve Jobs?** Business in partial fulfillment of the course requirements in Strategic Management, Term in Dela Salle University Manila, Philippines, 2019 P 6

A. Industry Competition:

Industry competition is considered high for the technology sector. This is evidenced by the low switching cost of consumers from using Apple products to patronizing or buying its competitors' products big players in the industry such as Samsung, Sony, and Google also spend significant capital on research and development and marketing. [1]

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[1] Calanog, Michelle, **Apple, Inc. Can it prosper without Steve Jobs?** Business In partial fulfillment of the course requirements in Strategic Management Term. In Dela Salle University Manila, Philippines,2019 P 6

B. Bargaining Power of the Consumers:

the cost of switching very low in the technology industry. As a result, the bargaining power of the consumer is something that Apple needs to consider time and again. The release of more-affordable yet powerful iPhone SE devices is one such reaction from Apple. When we look at the bargaining power of the buyers, we need to understand that the bargaining power could be on an individual level or on collective level. In the case of Apple, the bargaining power on an individual level isn't something to worry about. However, when it comes to the bargaining power of the masses, is a huge issue as these customers would go to Apple's competitors. As a result, Apple invests heavily in the research & development activities to come up with new innovative products such as Apple Pay, Apple AR, etc. to help create a better brand loyalty.

C. Threat of New Competitors:

If we take a look at the possibility of a new competitor entering the market and try to dethrone Apple, we will realize that the chance of it happening is quite low. The chances are low because of two main reasons, viz. the cost of research and development and establishing a company, and the massive effort needed to become as recognizable as Apple. Any new entrant in the industries dominated by Apple needs to have a huge amount of capital to develop and market products that could rival the ones offered by Apple, and make a profit Additionally, any new entrant won't be competing against Apple alone. The industry has lots of big players such as Google, Microsoft, and Samsung who would do anything to prevent a new player from establishing itself in this industry.

D. Bargaining Power of Suppliers:

In this industry, the bargaining power of the suppliers is relatively weak. There are multiple suppliers contracted by Apple to help it produce and market its product. Thus, no single supplier could force Apple to do its bidding.

Due to the large number of firms offering their services, Apple has plenty of options to choose from, when it comes to suppliers for the parts and components used in Apple products. To further decrease the authority of the suppliers, the industry from which Apple gets its chips is highly competitive. Apple could switch from one chip manufacturer to another without any issues. [1]

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[1] Parth Singh, **Company Analysis of Apple**, the major research project of degree of Master, Business Administration (MBA), Delhi School of Management Delhi Technological University, India. 2022, p 20-21

E. Threat of Substitutes:

when it comes to owning an iPhone one of the substitutes is a feature phone. As we all know a feature phone has nowhere near as many features as an iPhone. This fact is true for all the products offered by Apple, whether it is the Apple Watch or Apple Music. Still there is a slight threat in every sector that Apple offers its products. Here are some examples" Personal Computers: Apple is unique because its Mac desktops and MacBook run a proprietary operating system, the MacOS which no other company could offer. As a result, there are features present in a Mac that are not available on a PC. Still there is a chance that the consumers might move towards Windows laptops and PCs offered by Dell, HP, Acer, Asus, etc. Tablets: In the tablet industry, Apple, with its iPad, is the undisputed king. The only other major competitor is Samsung with its Galaxy Tab series.

There are other brands that offer tablet PCs but they are nowhere near Apple or Samsung in terms of features and productivity. Mobile Phones: Mobile phone industry is unique as it has seen many giants fall and many unknown brands rise. At a time, Nokia was the most popular mobile phone company in the world, then came Blackberry, and it was dethroned by Apple. At present, the Android powered smartphones from Sony, Samsung, and Google are giving a tough competition to Apple. Even Chinese companies such as Huawei are trying to outperform Apple by offering smartphones with custom operating systems and app stores.[1]

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[1] Parth Singh, ibid, p 21-22

Axe 2: The leadership style of Steve Jobs

In this Axe we will talk about Steve Jobs trip with apple:

2-1 Story of Steve Jobs

Steve Jobs was born on February 24, 1955, Steven Paul Jobs was adopted by Paul and Clara Jobs in Los Altos, California. Steve was usually awake at four in the morning, and his interest in everything around him often got him into trouble. Steve watched his father work on

Source :
https://9to5mac.com/guides/steve-jobs/page/13/
in 04/05/2023 at 11:43

cars, but he was not interested by that he likes electronics. The family was living in Mountain View, a town in the Santa Clara valley. This part of California was famous for all its technology companies. In the 70s this area is called Silicon Valley. Because microchips, and important part of computers, are usually made of silicon. Many of the Jobs neighbors were scientists and electronics experts. One of them, Larry Lang, worked at the technology company Hewlett- Packard. He saw that Steve was an intelligent young boy, and he thought him how to make radios and other electronic toys. Steve hates school he refused to do any work on it.

Source :
https://www.sequoiacap.com/founder/steve-jobs/ in
04/05/2023 at 11:44

when he was ten his school realized that he was very clever. The decided that she should learn with older kids in new school on other town. Steve had problems with the other children, Steve refused to go back. His family and Steve move to five kilometers down the valley to a town called Cupertino. At the high school, Steve learned electronics and he discovered a love for the great thinkers and writers of the past, as Shakespeare and Plato. He had read about a machine called a blue box. By making the right noises down the phone lines. And in 1972 Start studying in reed college in Oregon, it was an art university. At Reed, Steve learned little in class. After a term, Steve decided to stop his studies. And he stayed there with Daniel and his other friends and went to a few classes that interested him. Like dance classes and a class where he was taught different styles of handwriting. Later this class was the reason Steve introduced a choice of writing styles on apple computers. [1]

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[1] Fionna Biddall**, Steve Jobs and the story of Apple**, Scholastc Ltd, second edition, London, United Kingdom ,2013, p7-14

Chapter 2: casa study of the leadership style in Apple Inc

In 1974 Steve moved back to his parents' house and started to look for a job. He started working at Atari a young company in Silicon Valley that, two years before, had produced the world's first successful computer game, Steve worked at night in the Atari office. Steve was very interested in the religions of the east with his Friend Daniel Kottke, they went to India. And after seven months in India, Steve returned home but he continued to find out about religion. Woz and Steve created a small computer, keyboard and a screen that could all sit together on a desk – a pc or personal computer. On one had done anything like it before. He suggested his friend to turn PCs into a business. Woz didn't want to leave his job. At Hewlett- Packard, but he loved the idea, the computer needed a name Steve suggested apple after a visit to his friend's apple farm. On 1st ,1976 apple computer was born. Steve and Woz used the jobs house and garage as a factory. After That Steve and Woz invented a lot of innovative things like computer in color, the film toy story for Disney, iPod and the iPhone are a phone with touchscreen the first phone in the 21st century. Steve was affected with a cancer, and he dead on October the 5th,2011. [1]

2-1-2 Timeline of Apple

Figure n 13: Timeline of Apple

1976	1977-1995	1995 -1998	1998 - 2000	2001-2007	2007-2011	2023
First Apple computer was sold.	Apple introduced first PowerBook and became the standard bearer in the portable computers market, and in **1985** the Departure of stive jobs .	Bondi blue iMac was introduced as the fastest Mac model. in **1997** the Return of steve jobs.	Consumero riented iBook was launched with the airport card that initiated Wi-Fi craze.	Apple introduced First iPod with MP3 and 5GB hard drive that transforme d the music industry.	Apple expanded with iPhone, iPhone 3Gs, Mac app store and first iPad, Apple TV, MacBook Air and MacBook Pro "Athena", iPad 2, iPhone 4S and in **2011** the death of steve jobs.	Apple's latest versions with all products and services .etc with CEO tem cook.

Source: prepared by the students by accreditation Feifan Wang, **Apple -final paper**, academia, Vol 4, n 2, 2014, Act p 2-3

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[1] Fionna Biddall, ibid, p 14-16

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2-2 Beginning and growing with Steve Jobs

2-2-1 The Beginning

In 1975, Wozniak began designing a desktop terminal and monitor that could communicate with a computer, so he developed software that would allow a microprocessor to display images on a screen. Wozniak shared his work with Jobs, who was impressed and proceeded to help him to obtain additional components for the project, in 1976, at the age of 21, Jobs persuaded Wozniak to establish a computer company with him., Jobs proposed the name Apple Computer. Jobs and Wozniak agreed on the name because it signaled friendliness and simplicity, hence he enlisted his friend Ron Wayne, a middle- aged engineer at Atari who had previously founded a slot machine company. He offered Wayne a 10% stake in the company.

On 1 April 1976, Jobs, Wozniak and Wayne drew up the partnership agreement, which indicated the division of shares and profits, and the responsibilities of each stakeholder However, Wayne became alarmed when Jobs wanted to borrow and spend more money. After two weeks, Wayne sold his 10% to Jobs and Wozniak for $800.The first personal computer that Wozniak developed was called Apple I, Paul Terrell, a computer store owner, was their first client; he ordered 50 computers, Jobs and Wozniak built 50 Apple I computers in the Jobs house and garage. They obtained help from some friends and, under Jobs's watchful eye. Finally, they sold almost 200 Apple I computers. While they were busy building these, Wozniak was already working on a new and improved design.

In 1977, the new design created by Wozniak and Jobs came to be known as Apple II It was the first fully packaged all-in-one personal computer and offered color graphics, which no other personal computer did at the time Jobs felt that appealing packaging was just as important as a good product. He hired a designer for the computer casings and also employed Rod Holt to develop a power supply that would avoid the need for a constantly running fan, Holt succeeded in changing the way power was supplied to the computer Jobs and Wozniak soon realized that they would require significant capital to buy the parts needed to produce the volumes of computers they had anticipated selling each month, so they approached Commodore and Atari, two well established companies, to invest in Apple. Both companies declined. Bushnell suggested that Jobs try Don Valentine. [1]

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[1] Ruvé du Plessis, **The life of Steve Jobs: a psych biographical study,** theses Magister, Faculty of the Humanities at the University of the Free State Bloemfontein, south Africa, 2016, Act p 21-24

the founder of a pioneering venture capital firm named Sequoia Capital, Valentine agreed to invest if Jobs would hire a partner who could write a business plan and who understood marketing and distribution.

Valentine suggested three people: Jobs developed a good rapport with one of them, Mike Markkula and hired him; he gained a third of the ownership stake of the company This investment allowed the company to produce the Apple II computers at higher volumes.

On 3 January 1977, the new corporation, Apple Computer Co., was officially created. Markkula became a father figure and mentor to Jobs, McKenna assigned art director, McKenna assigned art director, Rob Jan off, to create a new logo for Apple. Jan off designed a simple apple shape in two versions, one whole apple and the other with a bite taken out of it. Jobs chose the one with the bite. On top of the brochure, McKenna put a maxim that would eventually become Jobs's design philosophy namely "Simplicity is the ultimate sophistication". In April 1977, Apple II held its first launch event at the West Coast Computer Fair, Jobs took great care to perfect their display, while Markkula ensured that Jobs and Wozniak looked professional in three-piece suits. Apple received 300 orders at the show. Apple was now a real company with employees, a line of credit, customers and suppliers. Over the next 16 years, various models of the Apple II were marketed; over six million sold, Markkula and Scott became Increasingly concerned about Jobs's disruptive behavior and decided to bring some order to Apple, Jobs distanced himself from the project and instead started focusing on creating a totally new computer, which he named the Lisa.[1]

2-2-2 Growing of the company

The big technology company IBM`s personal computer was selling much faster than Apple`s. It was in danger.

In 1984, Steve employed the famous Hollywood director Ridley Scott to make an advert for the Macintosh. Apple paid to show it on TV once only, and after two days after the TV, there was a big meeting for shareholders and reporters. Steve was always good at public speaking, he told everyone about the Macintosh, and showed them the great thing. that it could do, after that the computer shops were full of people wanting to buy the new computer and sales was fantastic, but the people they are unhappy that the screen was small and not in color; not like the IBM PC you had a wide choice of software.[2]

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[1] Ruvé du Plessis, ibid, Act, p 25-28
[2] Fionna biddall, ibid, Act p 16-29

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Spring 1985, Apple were only selling a tenth of the macs, Woz had left to start new company, and Macintosh team were leaving too. Appel`s directors felt that Steve Jobs fault, Sculley decided to take Steve off the Macintosh team. Sculley told the Apple directors that he couldn`t work with Steve anymore, either he or Steve lost his jobs as a director of the company in 1985 he was only thirty.

2-2-3 Departure of Steve Jobs

In August 1985, That Jobs has been dismissed for being unproductive and out of control after a failed power struggle with former CEO John Sculley. Jobs was thinking about starting a new company? And he founded a company called NeXT Computer with the purpose of selling advanced computers to higher education. On word of Jobs' resignation, Apple's stock went up 7%. On September 17, 1985, when Jobs resigned from Apple Computer, he sold all but one of his 6.5 million shares of Apple stock, worth more than a $100 million. At NeXT Computer, Jobs would "indulge all his instincts, both good and bad," in his process of forming this new company.

From spending $100,000 on company logo design to lavish retreats, NeXT spent a lot of money with little or no sales revenue. Jobs invested $20 million of his own money in addition to acquiring Ross Perot as an investor for a $20 million commitment and Canon for a $200 million investment. When the NeXT computer finally went on sale, the organization was prepared for production of 10,000 units a month, but sales were roughly 400 units a month. After many years of hemorrhaging cash at a high burn rate, and selling only 50,000 computers, Jobs and NeXT needed additional investors or a new lifeline for the business.

In 1986 while at NeXT Computer, Jobs decided to purchase a struggling computer graphics company from George Lucas. Renaming it Pixar, Jobs propped up the struggling company for a decade with $60 million of his own money. Focused on high-end computer aided animation, the market for the hardware and software left sales lacking. Although he Pixar team would focus on computer animation software. Revenue continued to fall behind profitability and Jobs was investing more of his personal funds in order to support the business. With limited success of the animated shorts, Jobs moves ahead with a long-term deal with Disney. [1]

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[1] Christopher J. Valentine, **I Leadership: the leadership style of Steve Jobs,** PhD, Graduate School of Education and Psychology, Pepperdine University, California, 2014, Act, p 46

This new partnership with Disney also created an investment in a new animated movie project called Toy Story. Nine years after Steve purchased Pixar in 1995, the release of Toy Story would gross $361 million worldwide. Eventually, after a decade of seven blockbuster animated movies and several disputes, in 2006 "Disney bought Pixar for $7.4 billion, thereby making Steve Jobs its largest individual shareholder since Walt Disney himself".

2-2-4 Steve Jobs return to Apple

Amelio assumed his new role as CEO in apple. And in late December 1996 that Apple made an astounding announcement that they would be merging with NeXT and that Jobs would return in an operational capacity. This decision was made largely to acquire the NeXT step technology which would become the foundation for Apple's next-generation operating system. After only 500 days in his leadership role, Amelio was asked by the board to step down from his duties.

and then Apple began swimming in change and was about to embark on one of the greatest company comebacks in history during this timeframe. The first changes that Jobs made when he was returned to the role of CEO was to create a new corporate philosophy and product line that was simple. one of the first leadership steps that Jobs took was to stop production of the many different versions of the Macintosh and strategically focus on four products with all other products being cancelled. Steve became CEO of apple after Amelio, Steve wanted to make customers and workers at apple believes in the company again, he decided that all work at apple should be secret. He gave most of his attention to apple`s new home computer. He wanted his designers to `think different `. An unusual shape, in 1998, the iMac was released and went on to become the fastest selling computer in history, apple had finally produced another successful product, between 2001 and 2003, the Apple Store was created which complimented the development of the iPod and iTunes.

In 2001 the company opened its own shops in several American cities. iTunes it a software that helped you to organize digital music into playlist for MP3 player.

In 2004 sold Pixar to Disney for 7,4 $ billion. When Steve started looking at the phones in the shops, he always pushing them to make the phone simpler and easier to use. Which coIncided with the release of the iPhone; a product which would revolutionize the way cell phones are used. These products placed Apple once again in the forefront defining new markets, by 2010 Apple had sold 90 million iPhones. [1]

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[1] Gretchen L. Blake, **Apple Inc., Leadership Lessons,** Master Major Comprehensive Project (MMCP), Southwestern College Professional Studies, USA, 2013, Act, p 8-9

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In 2010, Apple introduced the iPad tablet it was like a big iPhone. which complimented the limited portfolio of products that were based on a niche strategy based on quality products and brand loyalty , in June 2011 , Steve stood in front of a crowd of reporters and technology people to tell them about apple `s next big thing , the iCloud, you could keep all your work ,emails ,photos and videos on it you could see everything on the cloud on your computer, in 2011 after a long battle with pancreatic cancer, Jobs made the decision to step down as CEO and gives the reins to Tim Cook . On October the 5th, 2011 Steve jobs dead.

Figure n 14: Apple's stock price 1985-2011

source: L S, Sorensen, **how to grow an Apple: did Steve Jobs speak Apple to success,** Master thesis, Alborg university, Denmark ,2013 p 12

we note that the price of apple's shares was low after Steve's resignation until 1997, when upon Steve's return, the share price began to rise until it reached 400 $ per share in 2011.

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2-3   The leadership style of Steve Jobs

An effective leader possesses many qualities. According to Daft "To be an effective leader, on both dreams big and transforms those dreams into significant strategic action." A leader has a vision and inspires people to achieve that vision. A leader takes charge and guides people in making a change. Finally, a leader believes that a dream can be achieved. They act on that dream and do anything to make it happen. Steve Jobs was an effective leader. His approach was different than most leaders but it worked for him. Although he was harsh on employees at times, he inspired them to achieve his vision that would change the world. Jobs was very passionate about what he was doing

Source:https://www.futura-sciences.com/tech/actualites/iphone-steve-jobs-dix-ans-apres-mort-heritage-91693/ in04/05/2023 at 11:46

and motivated employees to have the passion as well. He believed that his products were revolutionary and could change the world. He drew the best out of people and did not worry about being liked Steve Jobs was not a traditional leader. He was original in the way that he ran his company and that helped him be a successful leader.
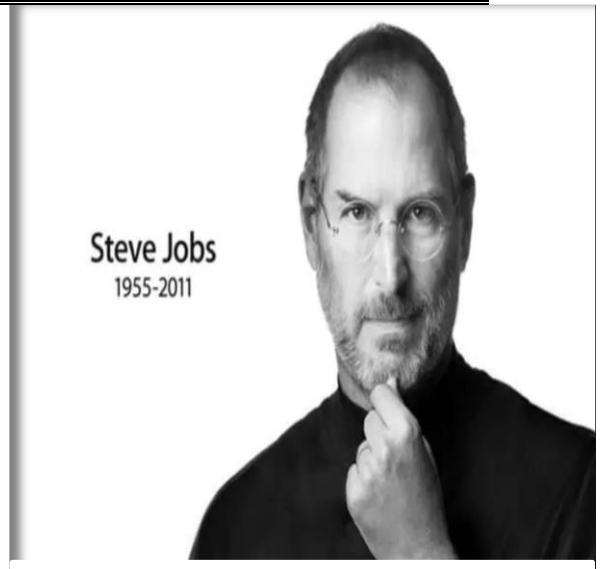
Steve Jobs was a complex leader with a distinctive personality that represented a key factor in the way he led Apple his main personal traits included being passionate, a perfectionist, highly intuitive, charismatic, open-minded, persuasive, and inspiring Steve Jobs was described "at times, dictatorial.", "His success was the result of his unusual combination of technical smarts, strategic vision, flair for design and sheer force of character." And Steve Jobs used the autocratic leadership style. He was firm on having his ideas implemented at Apple and seemed determined to show his power. [1]

Well, more than a few reports surface citing the dictatorial side of the Steve Jobs regime, but there is great evidence that Jobs was also transformational by Inciting vision, authenticity, a genuine commitment to task and people. Overtime he adapted what calls a growth mindset that honors effort and performance, as well as creativity, a flair for stimulating innovation, originality and measuring risks. [2]

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[1] Toma Cristian Marinescu, **Steve Jobs: an effective approach to leadership**, wordpress, 2013 https://kce919.files.wordpress.com/2015/03/final-leadership-profile.pdf ,in03/04/2023 at 00:54, act p 4-7
[2] LaRita Shelby, **Steve Jobs: The Transactional Transformational Traits of a Socially Intelligent Leader,** IOP/MCP 651 Case Assignment, 2013 p 2-3

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2-3-1 Characteristics of the leader Steve Jobs
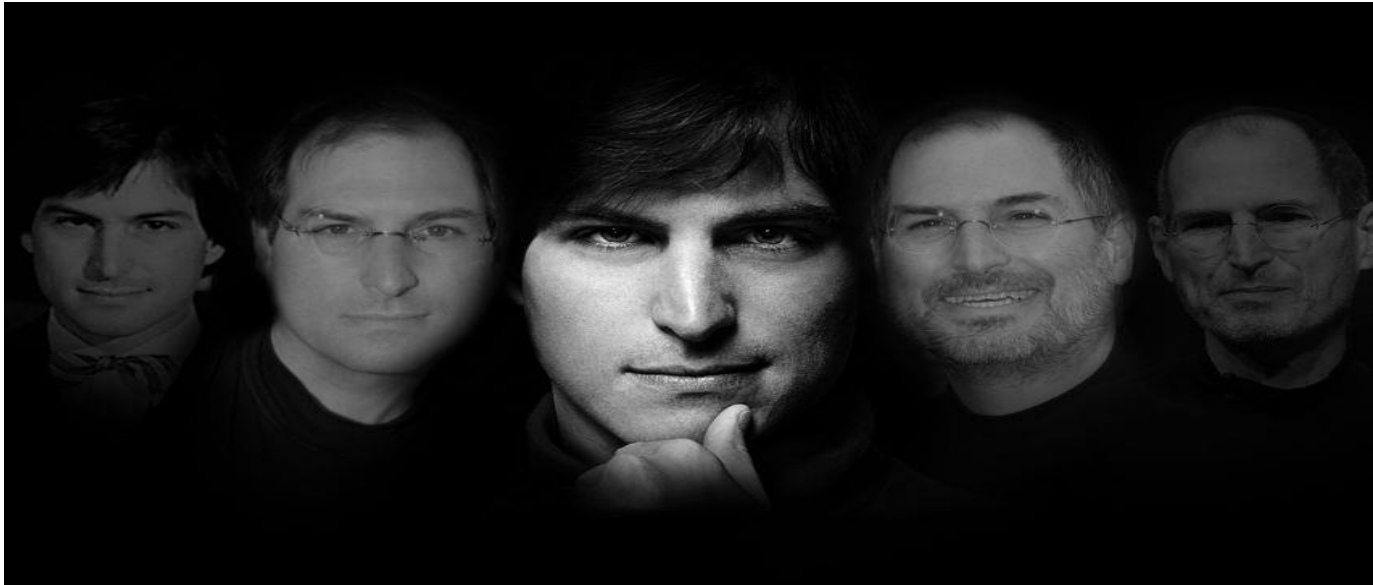
Steve Jobs has a set of his own characteristics that helped him to lead Apple, we mention some of them**:**

A. Focus:

Jobs said "the main thing I stressed was focus" and jobs give advice to Larry page where he told him "its now all over the map. What are the five products you want to focus on? Get rid of the rest because they are dragging you down, they are causing you to turn out products that are adequate but not great"

B. Simplify:

"Simplicity is the ultimate sophistication," declared Apple first marketing brochure. Jobs aimed for the simplicity that comes from conquering, rather than merely ignoring complexity. Achieving this depth of simplicity. He realized would product a machine that felt as if it deferred to users in a friendly way rather than challenging them and, one of his mantras was "focus and simplicity." He explained, "Simple can be harder than complex you have to work hard to get your thinking clean to make it simple. But it's worth it in the end because once you get there, you can move mountains". [1]

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[1] Walter Isaacson, **The Real Leadership Lessons of Steve Jobs**, Harvard Business Review, vol 90, N 4,2012, Act, p 94-97

C. Take responsibility end to end:

Jobs and Apple took end to end responsibility for the user experience -something too few companies do. from the performance of the ARM microprocessor in the iPhone to the act of buying that phone in an Apple store every aspect of the customer experience was tightly linked together and Part of jobs compulsion to take responsibility it for stemmed from his responsibility, which was very controlling. But it was also driven by his passion for perfection and making elegant product.

D. When behind leapfrog:

The make of innovative company is not only that it comes up with new ideas first, it's also knows how to leapfrog when it finds itself behind that happened when jobs built the original iMac.

E. But products before profits:

When jobs returned, He shifted Apples focus back to making innovative products: iMac, the PowerBook, and then the iPod, the iPhone, iPad. As he explained "my passion has been to build an enduring company where people were motivated to make great products everything else was secondary, sure it was great to make profits because that was that allowed you to make great products, but the products not the profits, were the motivation.

F. Impute:

One of jobs key doctrines. He knew that people from an opinion about product are a company on the basis of how is presented and packaged he said, "Mike taught me that people do judge a book its cover."

G. Tolerate only "A" players:

Jobs was famously impatient, petulant, and tough with the people around him. But his treatment of people, though not laudable, emanated from his passion for perfection and his desire to work with only the pest. And said "I don't think I run roughshod over people but is something sucks; I tell people to their face. It's my job to be honest".

H. Engage face to face:

Despite being a denizen of the digital world, or maybe because he knew all too well its potential to be isolating. [1]

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[1] Walter Isaacson, ibid, Act, p97-100

jobs was a strong believer in face to face meetings he hated formal presentation, but he loved freewheeling face to face meeting and he gathered his executive team every week to kick around ideas without a formal agenda.

I. Know both the big picture and the details:

Jobs passion was applied to issues both large and minuscule. Some CEOs are great at vision; others are managers who know that god is the details .jobs was both. Time Warner CEO Jeff Bewkes says that jobs salient traits were his ability and desire to envision overarching strategy while also focusing on the tiniest aspects of design.

J. Combine the humanities with sciences:

Jobs said, "I always thought of myself as humanities person as a kid, but A liked electronics" this is the essence of his tale he connected the humanities to the science, creativity to technology, rays to engineering. [1]

2-4 the dark side of Steve Jobs

It was Jobs vision and calculated risks that helped him become of the greatest leaders that led to success. Jobs experienced much success through his leadership capabilities. However, it is also important to note his weaknesses and failures as a leader Jobs' liabilities as a leader would have likely been detected by one of the key components in many executive assessment processes, the Hogan Development Survey (HDS). The HDS provides feedback on 11 dark side personality traits, which are irritating, counterproductive behaviors that interfere with a person's ability to build cohesive, goal- oriented teams or get results through others Jobs did not care about how others felt about him, so predicting his dark side trait scores is fairly easy. The tables on the next two pages provide detailed trait descriptions, some key behavioral examples and Jobs' predicted score on each trait. The No and Low, Moderate, and High-Risk scores indicate the degree to which Jobs exhibited these dark side traits. [2]

Table n 5: the dark side of Steve Jobs

Dark Side Trait	Description	Score	Behavioral Examples
Excitable	Are unhappy, easily annoyed by others, suffer from wild mood swings prone to emotional outbursts	High Risk	Jobs had a mercurial personality and would change moods in minutes; he cried over getting badge while at Apple,

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[1] Walter Isaacson, ibid, Act, p97-100

[2] Gordon Curphy, Rocky Kimball, **the dark side of Steve Jobs**, Hogan Assessments, 2012 https://www.hoganassessments.com/blog/the-dark-side-of-steve-jobs/   ,date view 23/02/2023 at 07:43, p 2

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Skeptical	Constantly question the motives of others, falsely believe staff members are after their jobs, and hold grudges for long periods of time.	Mode Rate Risk	Jobs was very insightful about others and seemed to know everyone's psychological strengths and weaknesses. He never forgave his biological parents, would hold grudges for a long time, but did not seem to be paranoid about others replacing him.
Cautious	by slowing down the decision-making process Afraid of getting accused of making *dumb* mistakes	No to Low Risk	Steve Jobs never suffered from analysis paralysis.
Reserved	Are mean, grumpy, and use silence as a way of intimidating others. They want to be left along and often disappear during crises.	High Risk	Jobs' perfected the art of silence and staring without blinking in order to intimidate others., he abandoned almost everyone who was loyal to him, was Incredibly mean and demeaning, and seemed to take pleasure in punishing others.
Leisurely	Get irritated when others ask them to do things and show their displeasure with substandard or untimely performance.	No to Low Risk	If Jobs was asked to do something, he did not like he would tell it to the person directly rather behave in a passive-aggressive manner.
Bold	Come across as unusually self- confident, entitled, and are unwilling to accept blame for failure.	High Risk	He was supremely self-confident, comfortable taking big risks, thought he had a unique set of talents, and seriously considered Gandhi, Picasso.
Mischievous	Come across as charming and witty, but enjoy lying, stealing, and seeing whether they can break rules and not get caught.	High Risk	Jobs was a consummate con man that could convince anyone of anything. And shamelessly stole ideas from XEROX, and his direct reports
Colorful	Have a constant need to be the center of attention, and hog all the credit.	High Risk	Constantly claimed others' ideas as his own, devastated when not chosen as *Time's* Man on the Year in 1982,
Imaginative	Enjoy thinking and acting in eccentric ways, and think only their ideas are important.	High Risk	Jobs view of the facts was usually quite different from every else and he was absolutely convinced that he was right.
Diligent	Are nit-picky perfectionists who obsess over meaningless details,	High Risk	Jobs' obsessed over many meaningless details in the development, manufacturing, and marketing of Apple products
Dutiful	Are suck-ups who do whatever they can to please their bosses and are reluctant to "rock the boat."	No to Low Risk	Jobs did not exhibit this trait, as he was openly hostile to authority and often disloyal to bosses.

Source: Gordon Curphy, Rocky Kimball, **the dark side of Steve Jobs**, Hogan Assessments, 2012
https://www.hoganassessments.com/blog/the-dark-side-of-steve-jobs/ date view 23/02/2023 at 07:43, p 5-6

Axe3: Steve Jobs and Time Cook

In this Axe we will talk about the new leader of Apple Inc Tim Cook and we comparted him to Steve Jobs:

3-1   Tim Cook the new leader of Apple

3-1-1Tim Cook Background

Tim Cook was born in 1960 at Robertsdale, Alabama, Cook enrolled Robertsdale High School and graduated in 1978. He continued his studies to the next level at Auburn University in Alabama and graduated in 1982 with Bachelor's Degree in Engineering Industrial. After finished his first degree, he continued his study in Master of Business Administration (MBA) degree at Duke University's Fuqua School of Business in 1988, Cook initiated his career in the field of computer technology. International Business Machine (IBM) hired Cook in the corporation's North American fulfilment director position and managing manufacturing with distribution functions for IBM's Personal Computer Company in North and Latin America. IBM was the biggest computer company in the world. After 12 years worked at IBM, Tim Cook became a chief operating officer of reseller division at Intelligent Electronics. After three years, Tim Cook became vice president of Corporate Materials for Compaq and responsible in procuring and managing Compaq's entire product inventory. After serving with Compaq, Tim Cook got offering from Apple and accepting his job at Apple. Cook took responsibility to managing worldwide sales and operations. He became executive vice president then be chief operating officer. He also took responsibility in leading the Macintosh division and continued development of reseller and supplier relationships. In 2011, Apple announced the newest of their CEO, which is Tim Cook. [1]

source :
http://www.wsj.com/amp/articles/the-job-after-steve-jobs-tim-cook-and-apple-1393637952 in04/05/2023at 11:45

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[1] Mohammad Ubaidullah Bin Mohd Jaafar and others **leadership & strategic HRM** group assignment university tun Hussein on Malaysia 2018 p 2

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3-1-2 Achievement of Tim Cook as CEO of Apple after Steve Jobs

   Cook was a revered CEO. Many people felt that Cook would have a difficult time filling Jobs shoes. However, Cook learned to adapt to new circumstances proactively, largely contributing to his successful and most influential CEO status, are arguably the most influential person and CEO worldwide currently. Cook regularly features in various global rankings for the most influential people and CEOs. One such ranking is TIME's 2021 influential persons, which ranked Cook in the "Titans" category alongside other influential people. Tim Cook as CEO of the company continued the legacy of Apple Inc. There were many successful things created by Tim Cook after Steve Jobs. He developed the first new product by him, which is Apple Watch. This device was used to track fitness and health. After that Apple Watch, he develops new product, which is Clips. Clips is an application that enabled to create of short media for social media. Tim Cook brought the new leadership style in the Apple Inc. Environment.

   Since the debut of his CEO career at Apple, Cook has led Apple's growth into a behemoth by all imaginable and verifiable metrics. For example, Apple's profits have more than tripled from $ 6billion in 2011 to $28.8 billion in the first quarter of 2021, since the debut of his career as Apple's CEO, Cook has overseen the improvement of existing Apple products, the iPad mini, the iPhone series from iPhone 4S to the current iPhone 14, the Apple watch, and the M1 microprocessor for Macintosh computer. [1]

Figure n15: apple annual net income 2005-2022
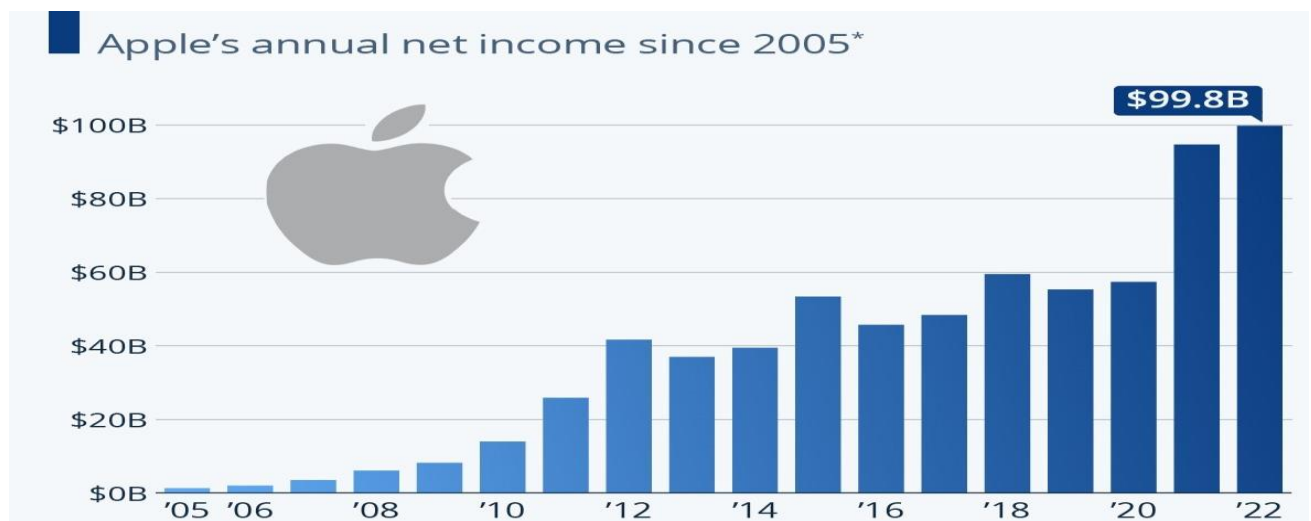
Source : https://www.statista.com/chart/26742/apples-trailing-twelve-months-profit/
in14/05/2023 at 10:21

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[1] Amarendra Bhushan Dhiraj, **What Makes Apple's Tim Cook the Most Influential CEO,** CEO World Magazine, vol 6, n3, 2021 P 6- 8

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3-1-3 Leadership style of Tim Cook

When Cook took over Apple's leadership as CEO to replace Jobs, Cook said that people should not expect him to be second Jobs but should expect him to be the first Cooks. This statement showed that Cooks was aware of his ability to adapt to new circumstances proactively and would chatter a different leadership and managerial path from Jobs, Cook had the option to continue Steve Job's legacy of an autocratic leadership style. However, Cook decided to build on his strengths instead of following Jobs footsteps fully

Cook is a man of excellent judgment and has the capacity to think strategically and tactically Through his democratic leadership style, Cook focuses more on having a positive relationship with the company's employees; hence the employees feel appreciated and motivated. Cook also makes sure to listen to employees' concerns and puts in place mechanisms to ensure that the company addresses their welfare. This factor influences Apple's employees to be compassionate about solving other people's problem.

And Cook is gradually leading the company into shedding the "expensive brand" image and cultivating an alternative image of affordability. This well-thought-out strategy stems from Cook's compassion for people who do not have a high income and has subsequently helped in raising Apple product sales significantly It has enabled him to lead Apple as a business leader and a Fortune 500 company in a rapidly changing technological innovation business environment. [1]

Applying those models to Apple's leadership, we can definitely say that Cook is a "Chameleon Leader". Cook may naturally be close to a mixture of "affiliative" and "visionary" leaders, but definitely showcased that could adapt his leadership style on the different situations that Apple went through. What may be a blind spot is his ability to manage Apple if/when the company needs to handle a crisis or a fast decline.

Great leaders (like Tim Cook) have the capability to identify the situation that companies are at a certain point and ii perform different leadership styles based on the situation and life stage of the company. [2]

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[1] Amarendra Bhushan Dhiraj, ibid, Act, p 6-8

[2] Spyros Zervas, **change in leadership of Apple Inc. From Steve jobs to Tim Cook,** ResearchGate, 2021, https://www.researchgate.net/publication/356414493_Change_in_Leadership_of_Apple_Inc_From_Steve_Jobs_to_Tim_Cook in 08/05/2023 at 18:27 p 8

3-2 Comparation between Steve Jobs and Tim Cook

A. Motivate the employees to perform better:

Like Jobs, cook preferred to communicate to his employees directly Unlike Cook, Jobs could become very harsh, notorious and very difficult to work with especially when his expectations were not met. Every situation, according to Jobs was treated specially and accorded the necessary attention it required, but he carried no grudge between him and his employees and always made his leadership felt whenever it was necessary to do. So, Cook's style of communication and motivation seems a little different from that of Jobs which tends to desist from open confrontations with the employees. Cook prefers to speak precisely and calmly with the employees about every issue He is often passionate and firm in his words, a fact which leaves the employees with nothing other than adhering to the set limits and instructions.

Source :
https://www.wsj.com/amp/articles/the-job-after-steve-jobs-tim-cook-and-apple-1393637952 in: 04/05/2023 at 12:02

B. Charismatic Leadership:

This style seems to move from that of Jobs who preferred to put most of the things down in a charismatic way, making sure that it sunk down, as he wanted. Contrarily, Cook prefers to rule the company from behind the scenes, allowing only his well-structured and firm words to speak out regarding the direction he needed the company to go.[1]

C. Has High Ethical and Moral Standards:

Tim Cook leadership on how to deal with personal privacy on protection delivers great example for high ethical and moral standards, and Steve Jobs' oversea management had failed due to employees' suicides with low Income, high workload, and other negative factors. Thus, CEO Tim Cook has higher ethical and better moral standards than those of Steve Jobs.[2]

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[1] Mohammad Ubaidullah Bin Mohd Jaafar and others, ibid, Act p 4-5
[2] Hyeonjoo Kim, **Comparison of Strategic Leadership: Steve Jobs and Tim Cook,** Business and Management Studies Vol 6, n 3, 2020, p 22

D. Provides Goals and Objectives with Loose Guidelines/Direction:

Steve Jobs' product management could illustrate clear objects and specific goal in his leadership. Apple products were significantly innovated during the Steve Jobs Administration.

E. Has the Flexibility to Change Opinions:

Steve Jobs, himself is significantly a stubborn CEO. His intention for building Products was only rule for employees and all had to follow his vision. Tim Cook also shows that he is not too Both Steve Jobs and Tim Cook is not easy to be bended and pursuing their own superintend with strong and stubborn leadership.

F. Communicates often and openly:

Steve Jobs indeed work with employees to develop creative products and it could be proper example for communicates often and openly. Steve Jobs' wishes for products development and command are now all openly searchable through online search. However, Tim Cook only shows his communication.

G. Is Open to New Ideas and Approaches:

While Steve Jobs' leadership, all creative new products were introduced to the market. Not only software, but also hardware is created during his administration. Such as iTunes, iPod, iPhone, iPad and MacBook air were sensational issue Meanwhile in Tim Cook's regime, there is no new creative products introduced yet. However, every year, existing products are getting upgraded with hardware point of view.

H. Creates a Feeling of Succeeding and Falling Together:

Leadership of Steve Jobs shows that he motivated employees with profit and money, which can be creates a feeling of succeeding together. Leader and followers could share success by earn profit. Both Steve Jobs and Tim Cook leads presentation with other managers which is they go project successfully together.

I. Helps Me Grow into a Next-Generation:

Steve Jobs left Apple and had experience on other company what he founded and came back for leadership at Apple. Experience outside of Apple helps Steve Jobs leadership Tim Cook has leadership training from Duke University's MBA. His academic and experience in other firms helped himself growing into a next-generation leader. [1]

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[1] Hyeonjoo Kim, ibid, p 22- 23

3-3 What We Can Learn from Steve Jobs

There are many lessons for us to learn from the leader Steve Jobs that if we can learn from Jobs and then apply those lessons in our own work, maybe we too can someday move mountains.

A. Foresee the Needs:

Jobs had an uncanny ability to foresee and define trends in computers and consumer electronics, and he led the market with must have products. His dissatisfaction with the status quo made him want to reach for something better. He could anticipate what we wanted before we even knew we wanted it, creating a market for a product where none had previously existed.

B. Take the Time to Think Differently:

Jobs was able to think differently, and he encouraged others to think differently in solving problems and conceiving new products.

C. Make the Right Choices:

Jobs possessed the important skill of choosing the right projects at the right time. He once said, "I'm as proud of what we don't do as I am of what we do."

D. Adore Good Design:

Jobs legacy in product development has been clearly established and celebrated. A good design is innovative, emphasizes usefulness, and is aesthetically pleasing. A good design also makes a product self-explanatory and Most Apple products are hallmarks of good design.

E. Sweat the Details:

Jobs paid attention to every detail, as no other CEO could. This attention to detail made a huge difference in his work, as his products demonstrate.

F. Continue to Innovate:

Jobs fully understood this, Apple constantly developed follow-up versions to constantly improve the user experience. [1]

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[1] San Murugesan, **What We Can Learn from Steve Jobs,** Published by the IEEE Computer Society, vol 13, n 6, 2011 Act p7-8

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Conclusion:

We conclude from what has been presented in this chapter, that no matter what difficulties Steve faced during his founding of the company down to its CEO, he was able to create a company that is one of the world's largest smartphone companies. And personal computers, which are characterized by high quality and simplicity. All this is due to his determination and love for permanent innovation and development. We cannot forget that Steve Jobs had a dark side that affected his leadership of the company.

After the death of the leader Steve, Tim Cook continued with the same strength and determination and maintained Apple's position among all competing companies so that Apple remains one of the largest companies in the world.

General Conclusion

General Conclusion

From this thesis, we can say that leadership is the beating heart of all organizations, as it is the ability to influence others and direct their behavior towards achieving common goals. Leadership has an effective role in Improving the performance of organizations and gaining a significant competitive advantage over competing organizations. and leaders have many common qualities and many different methods, which help them acquire the necessary skills and techniques, and also help to formulate a vision for any area in which they are and plan successfully to pursue the vision to a reality, and here is the difference between leader and manager.

Leadership has a dark side that makes us judge that not all methods of leadership are successful, so an effective leader must choose the appropriate and humane leadership style that allows him to achieve his goals in the right way.

Leadership is not a person or a position. It is a complex moral relationship between people, based on trust, obligation, commitment, emotion, and a shared vision of the good." Ciulla (1998).

Our study tried to diagnose the dominant leadership pattern in Apple since its inception and our study has reached many results that will be detailed in following elements:

Study results:

The study reached a set of theoretical and applied results, which we summarized as follows:

Theoretical results:

A. The leader has characteristics that distinguish him from the manager such as transcendence, drive, collaboration, humanity, humility, integrity temperance….

B. Leadership is important in achieving organizations' success and obtaining a competitive advantage over others, led to organizational development

C. There are different styles of leadership from which we mentioned. Autocratic, Democratic, Abdicratic, Bureaucratic, Transformational.

D. There are dark sides in the different personalities of leaders, and an effective leader must stay away from them like Narcissistic and depressive …

General Conclusion

Applied results:

Verification of hypotheses:

A. H01 After analyzing the data, we find that the performance of Apple, led by Steve Jobs was excellent, and this proves the validity of the first hypothesis.

B. H02 Steve jobs was a combination of a transformative and authoritarian leader, but he was more inclined to be a transformative leader, and this proves the validity of the second hypothesis.

C. H03 after analyzing the data, we find that the performance of Apple after the resignation of Steve Jobs has risen, and this makes us reject the third hypothesis

D. H04 After the resignation of Steve Jobs, Tim Cook adopted the democratic leadership style, and this proves the validity of the fourth hypothesis.

Study recommendations:

The study proposes a set of recommendations for economic organizations

A. It is important for leaders to always try developing their skills, and build related competencies, interpersonal and personal competencies.

B. Leaders of economic organizations should rely on appropriate leadership styles that help to achieve success without relying on just one method

C. Every person must be the leader of his thoughts and always strive to achieve them without abandoning them like Steve Jobs.

D. Leaders of economic organizations should support creativity, innovation and the development of the organization to build distinctive images for it.

E. An effective leader should think outside the box, make the right decisions and act simply.

F. Economic organizations should pay more attention to leadership, as it is considered a key factor for their success.

G. Economic organizations should have an appropriate strategy that will help them achieve success and build a brand.

General Conclusion

Study prospects:

There is no doubt that despite the effort exerted in completing this research, the latter is not without shortcomings due to our inability to address all aspects of the topic in detail, but this research can be a bridge linking previous research, adding some new developments to it, to enrich it and resurrect it, and future research as a prelude to topics that may be problematic for other research, including:

A. A diagnostic study about comparation between the leadership style in Apple and Samsung
B. case study about leadership type in Samsung Inc.
C. a diagnostic study about the leadership type of Elon Mask in Tesla Inc.
D. leadership in underdeveloped countries case study of Algerian universities
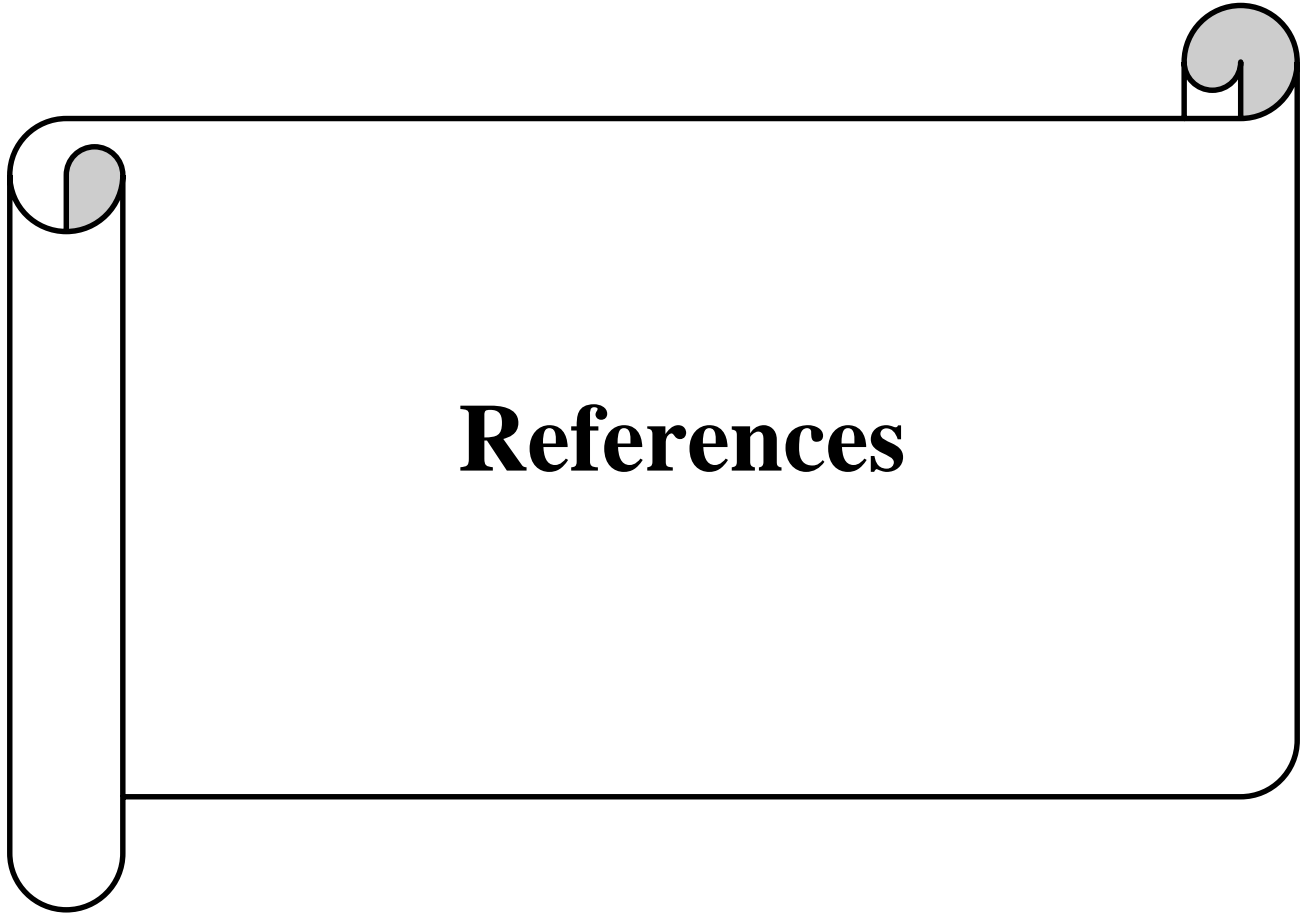
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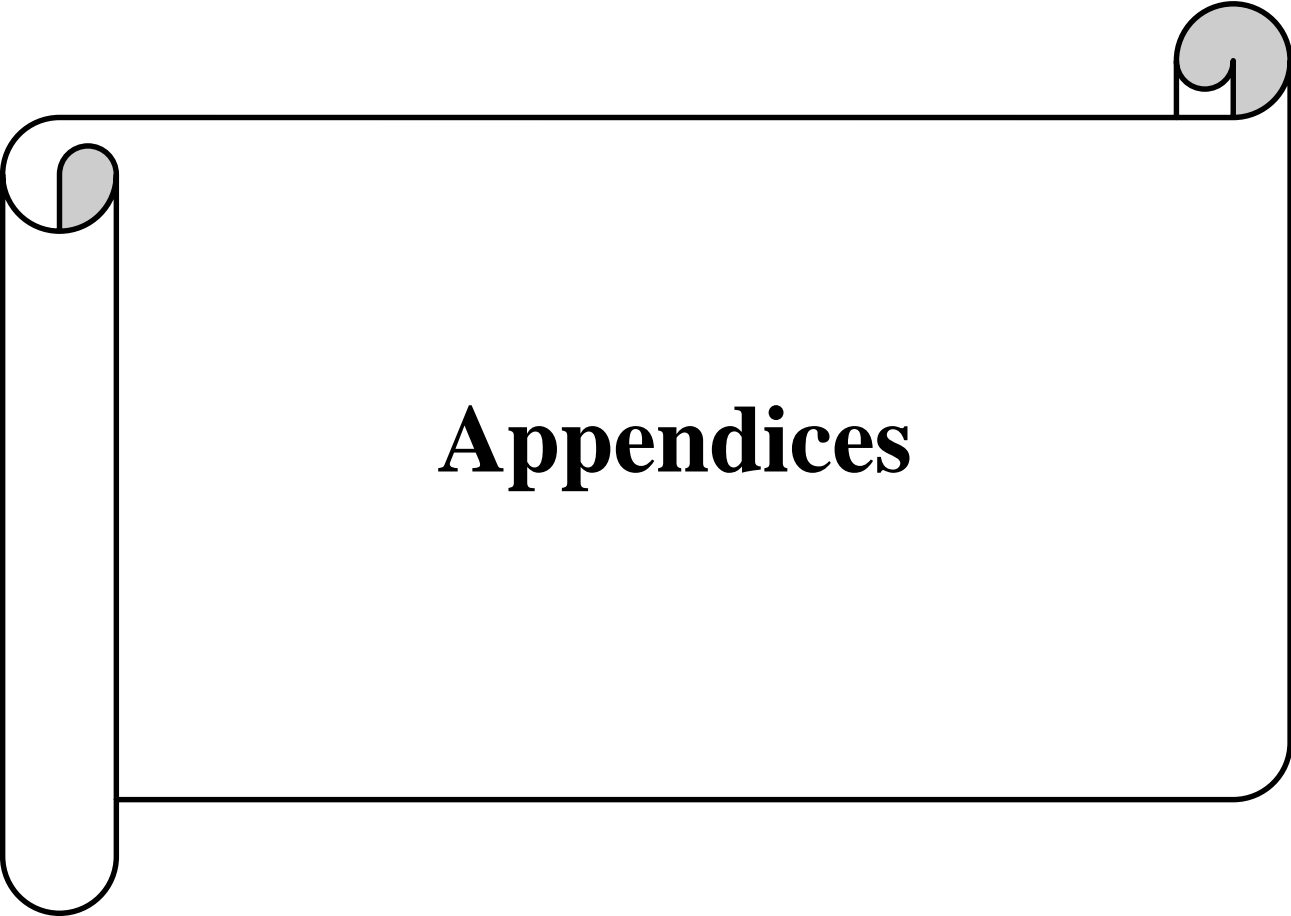
Appendices

Appendix n01

APPLE INC
ISIN: **US0378331005**   WKN: **037833100**   Asset Class: **Stock**

Company	2023/05/10 22:00:00
	Price
	173.56
	USD
	Difference 1.04%(1.79)
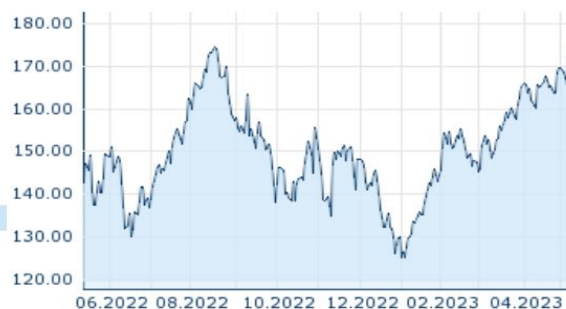
Contact Details

APPLE INC.   Tel: +1-408-996-1010
- -   Fax: +
One Apple Park Way Web: http://www.apple.com
95014-2083 Cupertino E-mail: -

Company Profile

Apple, Inc. engages in the design, manufacture, and sale of smartphones, personal computers, tablets, wearables and accessories, and other varieties of related services. It operates through the following geographical segments: Americas, Europe, Greater China, Japan, and Rest of Asia Pacific. The Americas segment includes North and South America. The Europe segment consists of European countries, as well as India, the Middle East, and Africa. The Greater China segment comprises China, Hong Kong, and Taiwan. The Rest of Asia Pacific segment includes Australia and Asian countries. Its products and services include iPhone, Mac, iPad, AirPods, Apple TV, Apple Watch, Beats products, AppleCare, iCloud, digital content stores, streaming, and licensing services. The company was founded by Steven Paul Jobs, Ronald Gerald Wayne, and Stephen G. Wozniak in April 1976 and is headquartered in Cupertino, CA.

Financial figures

Financial figures	2022 Assets	2022 Liabilities and equity	2021 Assets	2021 Liabilities and equity	2020 Assets	2020 Liabilities and equity
Current assets	135,405,000,000		134,836,000,000		143,713,000,000	
Common stock capital		64,849,000,000		57,365,000,000		50,779,000,000
Fixed assets	217,350,000,000		216,166,000,000		180,175,000,000	
Equity capital of a company		50,672,000,000		63,090,000,000		65,339,000,000
Cash and cash equivalents	21,475,000,000		26,913,000,000		19,980,000,000	
Accrued liabilities		16,657,000,000		24,689,000,000		28,170,000,000
Other assets	-		-		-	
Current liabilities		153,982,000,000		125,481,000,000		105,392,000,000
Prepayments and accrued income	-		-		-	
Non-current liabilities		148,101,000,000		162,431,000,000		153,157,000,000
Different income		-		-		-
Other liabilities		21,737,000,000		18,361,000,000		17,938,000,000
Total assets	352,755,000,000	352,755,000,000	351,002,000,000	351,002,000,000	323,888,000,000	323,888,000,000

Balance notes

	2022	2021	2020
Accounting standard	US-GAAP	US-GAAP	US-GAAP
Employees	164,000	154,000	147,000
Equity ratio	14.36%	17.97%	20.17%
Debt-equity ratio	596.15%	456.35%	395.70%

Others

	2022	2021	2020
Tax Expense Rate	16.20%	13.30%	14.43%

Appendices

APPLE INC
ISIN: **US0378331005**   WKN: **037833100**   Asset Class: **Stock**

Income statement

	2022	2021	2020
Turnover	394,328,000,000	365,817,000,000	274,150,000,000
Net income	99,803,000,000	94,680,000,000	57,411,000,000
EBIT	108,408,664,600	99,132,784,600	60,203,189,400
Operating income before taxes	119,103,000,000	109,207,000,000	67,091,000,000
Cash Flow	122,151,000,000	104,038,000,000	80,674,000,000
Net interest income	-106,000,000	198,000,000	890,000,000
Research and development expenses	26,251,000,000	21,914,000,000	18,752,000,000
Income taxes	19,300,000,000	14,527,000,000	9,680,000,000
Result from investments in subsidaries, associates and other	0	0	0
Revenues per employee	2,186,597	2,160,221	1,696,000

Board of Directors

Members of Management Board

Arthur Levinson	Chairman of Board of Directors
Ronald Sugar	Member of Board of Directors
Albert Gore	Member of Board of Directors
Alex Gorsky	Member of Board of Directors
Andrea Jung	Member of Board of Directors
James Bell	Member of Board of Directors
Monica Lozano	Member of Board of Directors
Susan Wagner	Member of Board of Directors
Tim Cook	Chairman of Managing Board
Craig Federighi	Member of Executive Committee
Deirdre OšBrien	Member of Executive Committee
Eddy Cue	Member of Executive Committee
Greg Joswiak	Member of Executive Committee
Jeff Williams	Member of Executive Committee
John Giannandrea	Member of Executive Committee
John Ternus	Member of Executive Committee
Johny Srouji	Member of Executive Committee
Katherine Adams	Member of Executive Committee
Luca Maestri	Member of Executive Committee
Sabih Khan	Member of Executive Committee

Appendix n 02

Brand Value Ranking (USDm).

The world's top 500 most valuable brands 1-50

2023 Rank	2022 Rank		Brand	Country	Sector	2023 Brand Value	Brand Value Change	2022 Brand Value	2023 Brand Rating	2022 Brand Rating
1	2	↑	Amazon	United States	Retail	$299,280	-14.6%	$350,273	AAA	AAA+
2	1	↓	Apple	United States	Tech	$297,512	-16.2%	$355,080	AAA-	AAA
3	3	←	Google	United States	Media	$281,382	+6.8%	$263,425	AAA+	AAA+
4	4	←	Microsoft	United States	Tech	$191,574	+4.0%	$184,245	AAA	AAA
5	5	←	Walmart	United States	Retail	$113,781	+1.7%	$111,918	AA+	AAA-
6	6	←	Samsung Group	South Korea	Tech	$99,659	-7.1%	$107,284	AAA-	AAA-
7	8	↑	ICBC	China	Banking	$69,545	-7.4%	$75,119	AAA	AAA+
8	10	↑	Verizon	United States	Telecoms	$67,443	-3.2%	$69,639	AA+	AAA-
9	28	↑	Tesla	United States	Automobiles	$66,207	+43.9%	$46,010	AAA-	AA+
10	18	↑	TikTok/Douyin	China	Media	$65,696	+11.4%	$58,980	AAA-	AA+
11	17	↑	Deutsche Telekom	Germany	Telecoms	$62,928	+4.6%	$60,169	AA+	AAA-
12	11	↓	China Construction Bank	China	Banking	$62,681	-4.4%	$65,547	AAA	AAA
13	20	↑	Home Depot	United States	Retail	$61,053	+8.4%	$56,312	AA+	AAA-
14	7	↓	Facebook	United States	Media	$58,971	-41.7%	$101,201	AAA-	AA+
15	16	↑	State Grid	China	Utilities	$58,846	-2.2%	$60,175	AAA	AAA
16	15	↓	Mercedes-Benz	Germany	Automobiles	$58,797	-3.2%	$60,760	AAA-	AAA-
17	14	↓	Agricultural Bank Of China	China	Banking	$57,691	-7.0%	$62,031	AAA-	AAA
18	29	↑	Starbucks	United States	Restaurants	$53,432	+16.9%	$45,699	AAA	AAA
19	12	↓	Toyota	Japan	Automobiles	$52,493	-18.3%	$64,283	AAA	AAA
20	13	↓	WeChat	China	Media	$50,247	-19.3%	$62,303	AAA+	AAA+
21	32	↑	Moutai	China	Spirits	$49,743	+15.9%	$42,905	AAA+	AAA
22	26	↑	AT&T	United States	Telecoms	$49,614	+5.5%	$47,009	AA	AA
23	19	↓	Disney	United States	Media	$49,508	-13.2%	$57,059	AAA	AAA+
24	30	↑	Allianz Group	Germany	Insurance	$48,351	+7.0%	$45,204	AA+	AAA-
25	23	↓	Shell	United Kingdom	Oil & Gas	$48,209	-3.4%	$49,925	AA+	AAA-
26	47	↑	Instagram	United States	Media	$47,439	+41.7%	$33,483	AAA+	AAA+
27	24	↓	Bank of China	China	Banking	$47,336	-4.5%	$49,553	AAA	AAA
28	40	↑	Costco	United States	Retail	$46,571	+24.2%	$37,501	AA+	AAA-
29	31	↑	Aramco	Saudi Arabia	Oil & Gas	$45,227	+3.6%	$43,637	AA+	AA
30	21	↓	Ping An	China	Insurance	$44,698	-17.8%	$54,354	AA+	AAA-
31	9	↓	Huawei	China	Tech	$44,292	-37.8%	$71,233	AAA-	AAA-
32	34	↑	China Mobile	China	Telecoms	$43,382	+6.1%	$40,903	AAA-	AAA-
33	39	↑	BMW	Germany	Automobiles	$40,367	+6.4%	$37,945	AAA-	AAA-
34	43	↑	accenture	United States	Tech	$39,867	+10.2%	$36,190	AAA	AAA
35	57	↑	Oracle	United States	Tech	$39,574	+35.9%	$29,121	AA+	AA
36	41	↑	Bank of America	United States	Banking	$38,647	+5.2%	$36,719	AA+	AA+
37	27	↓	Tencent	China	Media	$38,059	-18.4%	$46,653	AAA-	AAA-
38	50	↑	UnitedHealthcare	United States	Healthcare Services	$37,094	+12.6%	$32,946	AA+	AA+
39	36	↓	McDonald's	United States	Restaurants	$36,863	-7.2%	$39,721	AAA-	AAA
40	46	↑	Porsche	Germany	Automobiles	$36,759	+9.0%	$33,713	AAA	AAA
41	35	↓	NTT Group	Japan	Telecoms	$36,591	-10.1%	$40,691	AA	AA+
42	38	↓	UPS	United States	Logistics	$35,400	-8.1%	$38,533	AA+	AAA-
43	37	↓	Mitsubishi Group	Japan	Automobiles	$34,962	-10.8%	$39,203	AA-	AA-
44	42	↓	Marlboro	United States	Tobacco	$34,741	-4.2%	$36,278	AA+	AA+
45	54	↑	Deloitte	United States	Commercial Services	$34,514	+15.8%	$29,811	AAA+	AAA+
46	63	↑	American Express	United States	Commercial Services	$34,078	+25.1%	$27,248	AA+	AA+
47	33	↓	Volkswagen	Germany	Automobiles	$33,958	-17.3%	$41,046	AA+	AAA-
48	44	↓	Coca-Cola	United States	Soft Drinks	$33,468	-5.4%	$35,379	AAA+	AAA+
49	53	↑	Wells Fargo	United States	Banking	$32,970	+9.7%	$30,054	AA	AA
50	62	↑	CSCEC	China	Engineering & Construction	$31,897	+16.5%	$27,386	AA+	AA

Appendix n 03

The World's Top 25 Most Valuable Brands
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Appendix n 04

Who's running the show: Apple's leadership
As of 11/16/17

Appendices

Appendix n05

Apple Inc.
Revenue Decomposition
All figures in millions of USD

Fiscal Years Ending Sep. 30	2018	2019	2020	2021	2022	2023E	2024E	2025E	2026E	2027E	2028E	2029E	2030E	2031E	2032E
iPhone	164,888	142,381	137,781	191,973	205,489	200,000	219,845	239,478	258,725	277,440	295,502	312,816	329,311	344,940	359,673
% Growth	18.00%	-13.65%	-3.23%	39.33%	7.04%	-2.67%	9.92%	8.93%	8.04%	7.23%	6.51%	5.86%	5.27%	4.75%	4.27%
iPad	18,380	21,280	23,724	31,862	29,292	27,678	31,500	35,415	39,376	43,339	46,830	49,469	51,143	52,180	52,816
% Growth	-2%	15.78%	11.48%	34.30%	-8.07%	-5.51%	13.81%	12.43%	11.18%	10.07%	8.05%	5.64%	3.38%	2.03%	1.22%
Mac	25,198	25,740	28,622	35,190	40,177	33,500	36,000	38,418	40,740	42,957	45,060	47,045	48,911	50,657	52,284
% Growth	-1%	2.15%	11.20%	22.95%	14.17%	-16.62%	7.46%	6.72%	6.04%	5.44%	4.90%	4.41%	3.97%	3.57%	3.21%
Services	39,748	46,291	53,768	68,425	78,129	84,000	90,000	101,250	118,652	140,065	162,815	186,615	211,167	236,170	261,338
% Growth	22%	16.46%	16.15%	27.26%	14.18%	7.51%	7.14%	12.50%	17.19%	18.05%	16.24%	14.62%	13.16%	11.84%	10.66%
Wearables, Home and Accessories	17,381	24,482	30,620	38,367	41,241	42,500	46,000	50,167	55,166	61,213	68,594	77,691	89,026	103,313	121,551
% Growth	36%	40.85%	25.07%	25.30%	7.49%	3.05%	8.24%	9.06%	9.96%	10.96%	12.06%	13.26%	14.59%	16.05%	17.65%
Total	265,595	260,174	274,515	365,817	394,328	387,678	423,345	464,727	512,659	565,014	618,800	673,637	729,557	787,260	847,662
% Growth	16%	-2.04%	5.51%	33.26%	7.79%	-1.69%	9.20%	9.78%	10.31%	10.21%	9.52%	8.86%	8.30%	7.91%	7.67%

Apple Inc.
Income Statement
All figures in millions of USD

Fiscal Years Ending Sep. 30	2018	2019	2020	2021	2022	2023E	2024E	2025E	2026E	2027E	2028E	2029E	2030E	2031E	2032E
Net Sales:															
Products	228,405	213,883	220,747	297,392	316,199	303,678	333,345	363,477	394,007	424,949	455,985	487,022	518,391	551,090	586,324
Services	37,190	46,291	53,768	68,425	78,129	84,000	90,000	101,250	118,652	140,065	162,815	186,615	211,167	236,170	261,338
Total Net Sales	265,595	260,174	274,515	365,817	394,328	387,678	423,345	464,727	512,659	565,014	618,800	673,637	729,557	787,260	847,662
Cost of sales:															
Products	148,160	144,996	151,286	192,266	201,471	194,912	213,953	233,293	252,888	272,748	292,667	312,588	332,722	353,710	376,324
Services	15,590	16,786	18,273	20,715	22,075	24,582	26,338	29,630	34,723	40,989	47,647	54,612	61,796	69,113	76,479
Total Cost of Sales	163,756	161,782	169,559	212,981	223,546	219,494	240,291	262,923	287,611	313,737	340,314	367,200	394,518	422,823	452,803
Gross Profit	101,839	98,392	104,956	152,836	170,782	168,185	183,054	201,804	225,049	251,278	278,486	306,437	335,039	364,437	394,859
Operating Expenses															
Depreciation & amortization	10,903	12,547	11,056	11,284	11,104	12,509	13,397	14,349	15,374	16,480	17,674	18,959	20,337	21,811	23,352
Research & development expense	14,236	16,217	18,752	21,914	26,251	26,482	28,919	31,745	35,020	38,596	42,270	46,016	49,836	53,777	57,903
Selling, general & administrative expense	5,802	5,698	8,860	10,689	13,990	12,512	13,664	14,999	16,546	18,236	19,972	21,742	23,547	25,409	27,358
Total operating expenses	30,941	34,462	38,668	43,887	51,345	51,503	55,979	61,093	66,939	73,312	79,916	86,717	93,720	100,998	108,614
Operating income (loss)	70,898	63,930	66,288	108,949	119,437	116,681	127,075	140,711	158,109	177,965	198,570	219,721	241,319	263,440	286,245
Other income (expense), net	2,005	1,807	803	258	(334)	1,340	1,463	1,606	1,772	1,952	2,138	2,328	2,521	2,720	2,929
Income before provision for income taxes	72,903	65,737	67,091	109,207	119,103	118,021	128,538	142,317	159,881	179,918	200,708	222,048	243,840	266,160	289,174
Provision for (benefit from) income taxes	13,372	10,481	9,680	14,527	19,300	29,505	32,134	35,579	39,970	44,979	50,177	55,512	60,960	66,540	72,294
Net income (loss)	59,531	55,256	57,411	94,680	99,803	88,516	96,403	106,738	119,911	134,938	150,531	166,536	182,880	199,620	216,881
Tax rate	18%	16%	14%	13%	16%	25%	25%	25%	25%	25%	25%	25%	25%	25%	25%
Earnings per share:															
Basic	3.00	2.99	3.31	5.67	6.15	5.65	6.37	7.30	8.48	9.85	11.33	12.92	14.61	16.40	18.31
Shares used in computing earnings per share:															
Total Basic Shares Outstanding	19,020	17,773	16,977	16,427	15,943	15,387	14,865	14,375	13,915	13,484	13,078	12,698	12,340	12,005	11,690
Total Weighted Average Shares Outstanding	20000	18596	17528	16,865	16,326	15,665	15,126	14,620	14,145	13,699	13,281	12,888	12,519	12,173	11,848
Dividend per Share	$0.68	$0.75	$0.80	$0.85	$0.90	$0.95	$1.00	$1.05	$1.10	$1.15	$1.20	$1.25	$1.30	$1.35	$1.40

Apple Inc.
Balance Sheet
All figures in millions of USD

Fiscal Years Ending Sep. 30	2018	2019	2020	2021	2022	2023E	2024E	2025E	2026E	2027E	2028E	2029E	2030E	2031E	2032E
Current Assets															
Cash & cash equivalents	25,913	48,844	38,016	34,940	23,646	20,660	10,693	9,352	19,609	42,699	78,348	126,790	188,285	263,365	353,085
Marketable securities	40,388	51,713	52,927	27,699	24,658	25,864	27,129	28,455	29,847	31,306	32,837	34,443	36,127	37,893	39,746
Accounts receivable, net	23,186	22,926	16,120	26,278	28,184	29,265	31,958	35,082	38,700	42,652	46,713	50,852	55,074	59,430	63,989
Inventories	3,956	4,106	4,061	6,580	4,946	5,893	6,435	7,064	7,792	8,588	9,406	10,239	11,089	11,966	12,884
Vendor non-trade receivables	25,809	22,878	21,325	25,228	32,748	32,162	35,121	38,554	42,530	46,874	51,336	55,885	60,524	65,311	70,322
Other current assets	12,087	12,352	11,264	14,111	21,223	17,555	19,170	21,044	23,214	25,585	28,021	30,504	33,036	35,649	38,384
Total current assets	131,339	162,819	143,713	134,836	135,405	131,399	130,505	139,551	161,692	197,704	246,660	308,714	384,135	473,614	578,412
Non Current assets:															
Marketable securities	170,799	105,341	100,887	127,877	120,805	126,712	132,909	139,408	146,225	153,375	160,875	168,742	176,994	185,649	194,727
Property, plant & equipment, net	41,304	37,378	36,766	39,440	42,117	45,108	48,311	51,762	55,489	59,508	63,834	68,475	73,438	78,626	83,274
Other non-current assets	22,283	32,978	42,522	48,849	54,428	49,399	53,944	59,217	65,324	71,995	78,849	85,836	92,962	100,315	108,011
Total non-current assets	234,386	175,697	180,175	216,166	217,350	221,219	235,163	250,387	267,038	284,879	303,558	323,054	343,393	364,590	386,012
Total assets	365,725	338,516	323,888	351,002	352,755	352,618	365,669	389,938	428,730	482,583	550,218	631,767	727,528	838,204	964,423
Liabilities and Shareholders' equity:															
Current liabilites:															
Accounts payable	55,888	46,236	42,296	54,763	64,115	66,255	72,350	79,423	87,614	96,562	105,754	115,125	124,682	134,544	144,866
Other current liabilities	32,687	37,720	42,684	47,493	60,845	54,869	59,917	65,774	72,558	79,968	87,581	95,342	103,257	111,424	119,972
Deferred revenue	7,543	5,522	6,643	7,612	7,912	8,893	9,711	10,661	11,760	12,961	14,195	15,453	16,736	18,059	19,445
Commercial paper	11,964	5,980	4,996	6,000	9,982	8,031	8,689	9,442	10,304	11,241	12,206	13,193	14,203	15,247	16,341
Term debt	8,780	10,260	8,773	9,613	11,128	10,013	10,834	11,773	12,847	14,016	15,219	16,450	17,709	19,011	20,374
Total current liabilities	116,866	105,718	105,392	125,481	153,982	148,061	161,501	177,072	195,084	214,748	234,954	255,563	276,586	298,285	320,998
Non-current liabilities:															
Term debt	93,735	91,807	98,667	109,106	98,959	107,517	114,294	121,693	129,785	138,457	147,535	157,010	166,896	177,197	187,609
Other non-current liabilities	45,180	50,503	54,490	53,325	49,142	64,596	70,538	77,434	85,420	94,144	103,105	112,242	121,560	131,175	141,239
Total non-current liabilities	141,712	142,310	153,157	162,431	148,101	172,112	184,832	199,126	215,206	232,600	250,641	269,253	288,456	308,372	328,848
Total liabilities	258,578	248,028	258,549	287,912	302,083	320,173	346,333	376,198	410,289	447,348	485,595	524,816	565,042	606,657	649,846
Shareholder's Equity															
Common stock and additional paid in capital	40,201	45,174	50,779	57,365	64,849	64,849	64,849	64,849	64,849	64,849	64,849	64,849	64,849	64,849	64,849
Retained earnings	70,400	45,898	14,966	5,562	(3,068)	(21,295)	(34,405)	(40,001)	(35,299)	(18,505)	10,884	53,212	108,746	177,807	260,837
Accumulated other comprehensive income (loss)	(3,454)	(584)	(406)	163	(11,109)	(11,109)	(11,109)	(11,109)	(11,109)	(11,109)	(11,109)	(11,109)	(11,109)	(11,109)	(11,109)
Total shareholders' equity	107,147	90,488	65,339	63,090	50,672	32,445	19,335	13,739	18,441	35,235	64,624	106,952	162,486	231,547	314,577
Total liabilities and shareholder's equity	365725	338516	323,888	351,002	352,755	352,618	365,669	389,938	428,730	482,583	550,218	631,767	727,528	838,204	964,423