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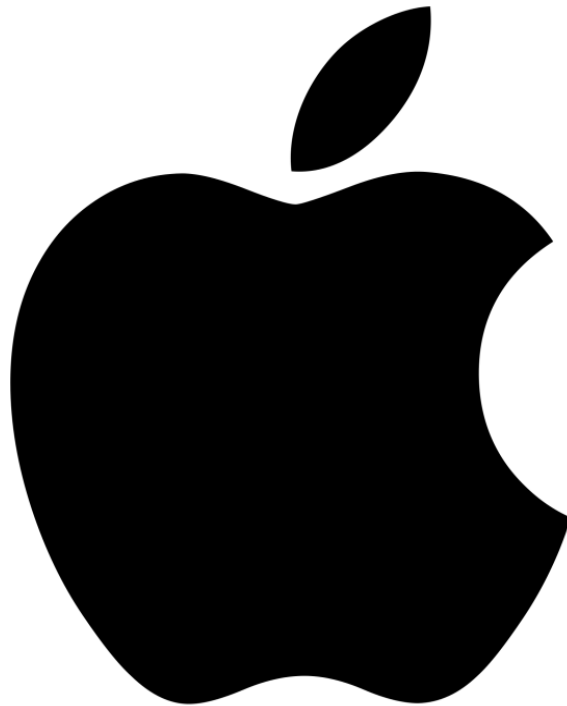
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Introducing the Modern Workplace – Assessment 2



Evaluation Management Report, a Case
study of Apple Inc.

‘University of Wales Trinity Saint David’

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Introduction

The business organization is operated successfully and productively with the contribution and support of the skilled employees, leaders and effective management. They perform their assigned roles and work and commit to fulfilling the purpose of the organization. But it is essential that they all have positive behaviour and attitude towards completing the given duties and responsibilities and meeting the organizational purpose. The leaders require having the confidence and courage to take risks and influence others in an effective way so that all will be committed to achieving the common goal of the business. The management requires setting good plans to meet the objectives and organize and allocate resources optimally for getting the best possible outcome. The managers use the knowledge of the application of different management theories and concepts and then make the best use of limited and scarce resources and inputs in the business (Saifulina and Carballo-Penela, 2017). The well committed and dedicated employees follow the command and instructions of management and leaders and then use their knowledge and competencies in completing their allotted work. The current project is on analysing the behaviour of management, leadership and employees at Apple Inc.

Background

Apple Inc is a multinational American technology organization. It designs, produces and sells computer software, consumer electronics and also online services. It is the big technology brand that has a wide range of products and delivers the best services to its customers. Apple has more than 510 retail stores and over 135000 employees all over the world (About Apple Inc, 2020). The organization is achieving the success and higher return from many years only because of its effective leadership and skilled management and employees and a range of innovative technology products. The leaders of Apple are highly committed to design, develop, and launch the new products on a constant basis to meet the changing and increasing expectations of customers. Apple is well recognized for Steve Jobs' effective and excellent leadership. The exceptional leadership of Jobs made Apple Inc different and superior to any other technology brands in the global markets.

People were worried about the Apple's future after Jobs passed away as it was not easy to find a leader like him. But Tim Cook (co-founder of Apple Inc) took the charge of organization to continue its

success and growth chain. The success of Apple continued as like before only because of skilled leadership by Tim Cook. The outstanding leadership of Cook in Apple make him as a good leader that drives the success of the brand on a continuous basis. Cook does not try to fix what is not broken. Cook held the leadership of Apple after Jobs passed away and decided to implement needed change in some things that are essential to continue the business success. Another belief of Cook is to keep calm and faith to obtain the desired result (Soh and Najihah, 2019).

Many economists predicted that Apple is at peak position, and its sales will not grow further more than this. Cook didn't panic because of such statement and predication of economists as he had a belief that the success of the business will never stop in future. Cook did not try to copy the leadership style of Jobs to lead the brand as he used his own understanding and skills to grow the brand and lead the market. The leader applied the belief that Apple can be competitive in the global market by taking smart risks and bets. A good market knowledge and understanding of the customer requirements greatly helped Cook to develop Apple as a leading technology brand in the global market (Amin and Munsu, 2020). Therefore, the excellent leadership in Apple proved the major success factor for the brand and hence established its recognized position in the market.

The management in Apple is also equally responsible for operating the brand and managing its various business activities. The democratic and participative management styles are applied in Apple that encourage the equal participation of all individuals and provide mutual respect to the point of view of each and every individual. Individual employees employed in different departments at different positions are allowed to share their views and suggestions for getting a better return result. The top management invites the retail store managers of Apple to provide their feedback and suggestions on the products and services launched. They share their viewpoints through an online platform or their communication medium for achieving the better growth and profits of the business (Abdelhadi, 2019).

Apple is known for its creative and innovative technology as it designs and sells innovative products to fulfil the demand of customers. The employees and the managers at Apple carry out the teamwork to fulfil customers demands efficiently and maximize the business return. The marketers, product designers and developers and sellers collaborate with each other to produce and deliver the best technology to meet the changing customers' needs and demand. The teamwork in the workplace increases the productivity of employees as they come up with different unique ideas that can be implemented for providing the best products to customers and increasing the return and profits of the

business. Apple provides job security, good pay and future pay benefits to employees that maximize their job satisfaction. The roles and responsibilities are fairly allotted to employees at Apple that ensure the good and fair culture in the organization (Chung et al., 2016).

Employee motivation is also essential in ensuring the positive behaviour of employees at work. Apple is operating successfully with the optimum use of skills and knowledge of numerous employees. The organization keeps its employees motivated all the time by empowering them to complete the purpose of the business as well as fulfil own requirements. Employees at Apple have mutual respect, trust, and belief in each other that motivated them in giving their best in their allotted work (Amin and Munsir, 2020). They inspire and support each other that enable them to carry out and complete complex tasks and deal with the critical circumstances in an easy way. The good pay, job security and workplace benefits keep the employees motivated and encourage them to deliver the productive output result (Feng et al., 2018). Apple brand has established its popular identity all over the world, and employees feel honoured to work in the organization.

Goals

“A goal is a future expectation, some desired future state, something the organization is striving to Accomplish.”

Mullins (2016)

The goal of Apple Inc is to lead the global market by developing and launching new products and technology time after time. This is because it is essential for the organization to be innovative and creative all the time to maximize the competitive advantages in the international markets. The organization focus is to empower the employees with their full potential so that they can meet organizations' as well as their own needs. However, the project report has the goal to analyse and examine the behaviour of employees and the management at Apple. The analysis and understanding of the management and workers behaviour are important as it will help the organization to maximize their job satisfaction. The organization can take the needed actions if it is identified that employees' behaviour is not good because of the misbehaviour and mistreatment of the management. At the same time, the project goal is to address how the performance, productivity and behaviour of employees influence the behaviour of the management at Apple (Soh and Najihah, 2019).

The project work will help in understanding the factors and aspects that are influencing the employees' behaviour as well as managerial behaviour. This will identify how the behaviour of both is

impacting on the productivity and culture of Apple Inc. The aim is also to determine and apply the measures to improve the worker's behaviour and the effectiveness of the management.

Objectives

“Objectives set out more specifically the goals of the organization, the aims to be achieved and the desired end results.”

Mullins (2016)

The project objectives are to:

- To examine the behaviour of the management and employees at Apple
- To address how management misbehaviour influences employees' behaviour at Apple Inc
- To examine how the employees' behaviour impact on the behaviour of the management
- To determine and discuss the measures and tactics needed to apply for improving the behaviour of both the management and employees in the organization

It can be said that the achievement of all the above objectives can be useful for Apple Inc to increase its productivity and improve the performance and competitiveness in the international markets. The project work will help in identifying and examining the strategies that the organization needs to adopt for improving its overall behaviour and increasing the business productivity and growth in the large markets.

Sabina Sabau

Leadership and management behaviours at Apple

Apple Inc. is the second-largest mobile phone manufacturer and the largest information technology company in the world when ranked by total assets and revenue generation. The success of the company can be attributed to the leadership and management strategies adopted by the executive. This study is essential due to a large number of employees (132000) of the company and its ability to create, deploy, and maintain its application software and services (Perry, 2016). The improving revenues have correlations with the new democratic leadership style introduced by the CEO, Tim Cook. The leadership style is implemented in a hierarchical organizational structure.

Leadership signification

Leadership is the art of motivating a group of people to act toward achieving a common goal. A CBI report makes the point that: 'Effective leaders, who can inspire their people to realise their personal and collective potential, are often the deciding factor between a company being good at what it does and achieving greatness.'(CBI,2005)

There are 3 leadership styles: autocratic which means that only one person controls all the decisions and tasks very little inputs from other group member. Democratic style in which members of the group take a more participative role in the decision-making process and the last one laissez faire leadership style where leaders are hands-off and allow group members to make the decision.

To better understand the democratic style of Tim Cook, it is vital to examine the era of Steve Jobs, which is mostly referred to as autocratic. Steve Jobs served as CEO from 1997 to 2011. He adopted a micro-management set up so that most operations passed through him for approval. The limitations of his leadership style of choice were covered for by his charismatic personality. He had a keen eye for the smallest of details and recruited experts with the same vision to implement his plans. He was demanding but did not grasp the effectiveness of proper delegation (Hunter et al., 2012). He did not trust the employees to match his standards when left to operate independently, and thus thoroughly supervised them. He was reluctant to delegate altogether. This reluctance could have exhausted him or created bureaucracies that slowed operations. Tim Cooks later came in to unclog the system and make it more effective. However, Steve Jobs over-indulgence in most aspects of operations, somehow empowered the employees. He was an innovative character who did not hesitate to demonstrate what he expected from each employee by completing some tasks (Cohen, N., 2015). From the inception of the company, he taught a culture of hard work, inclusivity, and perseverance by continually checking in on most work-stations and personally giving new ideas. In his way, he showed passion.

Fast forward to the Tim Cook era, much has changed in the leadership practices. His achievements are lauded by the Apple employees who term him as an inspirational leader. Most of them have confessed to being a better version of themselves due to the effective integration of some elemental leadership aspects. The current CEO adopts the democratic leadership style in the execution of his duties (Summerfield, 2014). He has stressed the importance of finding the best fit among the company's talented employees. Unlike his predecessor, he saw it essential to build consensus at the top executive before making decisions that would be readily accepted. Also, note that the current CEO has reduced his role in the design and development of Apple products. While there was a different aspect of encouragement that the hands-on indulgence of Steve Jobs brought, the kind of motivation fostered by

Tim Cook reinvents the concept of delegation. The members of Tim Cook's executive cabinet have welcomed this approach of delegation and, in turn, employed it on their sub-ordinates. The iWatch project is one such instance in which the CEO refrained from the design specifications of the final product (Hammershøj, 2018)

The new approach by Tim Cook has increased the time taken to make decisions and hamper innovation among the employees. Despite these demerits, he has been labelled as a "multiplier" leader who has the potential to bring the best out of team members. The Harvard Business Review has named him as a revolutionary who can make employees more innovative, smarter, and more competent (Steinwart and Ziegler, 2014). Tim Cook asks employees many questions through a gentle interrogation to keep them focused. The employees are forced to comprehend better the potential of their departments, the problems facing them, and the viable solutions. The employees, therefore, find it essential to think in broader scope to understand their limitations and keep their knowledge updated. Top-level executives find it imperative to leverage their expertise to develop their solutions in response to Cook's interrogations. The longer the interrogations, the harder they explore. According to him, an individual can only do a few things perfectly (Heracleous and Papachroni, 2016). Close attention should be paid to his insistence on improving the current strengths of the company, rather than his predecessor's "innovation first" approach. The bottom line is the freedom given to the senior executives on the accord of no micromanagement.

Democratic leadership style is not without cost. Cook's approach to reinvigorating the top executives through delegation has resulted in a lack of ambition. Analysts have criticized the lacking of vigour in the current CEO compared to what Steve Jobs brought. For instance, BCG financial report has documented the laxity of Cook-led Apple to venture into new product categories (Perry, 2016). The iWatch is arguably the best smartwatch in the market in terms of technology, but the sales have not matched up. Apple Music has amassed more than 15 million subscribers. Both products were launched back in 2015. The former has low overall sales, whereas the latter is a low-margin venture (Baker and Baker, 2017).

Management signification

Although the two terms – leadership and management- are often used interchangeably, management may be viewed as relating to people working within a structured organisation and with prescribed roles, in order to achieve stated organisational objectives. The emphasis of leadership is on interpersonal behaviour in a broader context (Mullins L.J. and Gill C).

The four managerial functions include planning, controlling, organizing and leading. Planning is futuristic, and it refers to the act of determining the direction of an organization. It involves making vital decisions that can impact a company's future significantly. Organizing is the second managerial function. It aims at distributing the resources, as well as delegating tasks to subordinates to attain the goals set at the planning phase. As a managerial function, leading refers to the process through which managers motivate and influence their subordinates to attain set objectives. . Leading focusses on communication, supervision, and motivation. Controlling is the last managerial function. It refers to the evaluation of the execution plan as well as adjusting the plans to achieve organizational objectives (Williams 2013).

Manager's attitude towards people

McGregor's management theory describes the two styles of management, which include the participative management style and authoritarian management. McGregor developed two theories, X and Y. Theory X considers workers as lazy and unwilling to work. Therefore, managers must be authoritative. However, theory Y considers workers as energetic, positive and optimistic (Robbins and Judge 2019). Managers, therefore, use a participative style of management.

Steve Jobs applied theory X in his management as the first CEO of Apple Inc. Whatever decision he made, Jobs required total support from his subordinates without questioning (Pratelli, Frohlich and Hack 2015).

Tim Cook's style of management was participative since he applied theory Y, unlike Jobs. Cook communicated openly with his subordinates and allowed them to share their views during key decision-making (Pratelli, Frohlich and Hack 2015).

Ivan Georgiev

Good morning, my name is Ivan Georgiev. I am here to represent to you the team and group behaviour in Apple inc. To be able to explain to you why it has team behaviour in this international organisation, I should get you familiar with the basic definition of a group and team behaviour. After it, I will get your attention to the managerial approach in Apple.

Group behaviour

A unit of three or more individuals who follow the organisational rules and norms where the employees must be disciplined, must follow orders and must perform to the requirements of the organisation rather than to follow their instincts, impulses and imagines. They are three major characteristics that are recognisable in every group.

- **Strong leadership** It is expected to form every member of a group to follow the orders of their superiors. In organisations like armed forces and many others, they encouraged, persuaded to conform to the norms of the group with some autonomy and freedom being allowed for them to exercise their independence (Gencer, p223 2019).
- **Personal responsibility:** Independence is the main characteristic of group work. Everyone in the group has its duties and must achieve its part of the organisational goal independent from the other individuals in his group (Gencer, p223 2019).
- **Purpose:** The purpose of a group is that on the organisation. The Groups are unbounded, that means that they can exist for a short period of time. They can be created with the idea to resolve just a single problem, and then, they can be disbanded. Also, the members of the group can be shifted or changed frequently, with a shift of the organisational goals or if the member of this group is done with his part of the organisational objective, and now he is not needed there (Gencer, p223 2019).

Team behaviour

A team is a unit of two or more people who are interdependent relating to information, resources, and skills. They are the one who seeks to combine their efforts to achieve a common goal. Team members have the authority to control their work. It is not necessary to be supervised.

The main characteristics

- **Rotation leader:** Interdependence is the main characteristic of the teamwork. It means that team partners cannot achieve their goals independently, but instead, they must rely on each other to meet a common goal. And that is why in different stages different people are leaders on the team depending on their strong professional sides or skills. There are several kinds of interdependences. Team members must rely on each other for information, expertise, resources, and so on (Thompson p.4 2008).
- **Team responsibility:** Everyone in the team is equally responsible for the task that is given to them. Teams are bounded and remain relatively, stable over time. It means that the team has a recognisable membership, everyone in the company knows members and nonmembers who are on the team (Thompson p.4 2008).
- **Purpose:** teams typically have a precise vision and mission. Stability refers to the tenure of membership. Most teams work together for a significant length of time, long enough to accomplish their goal (Thompson p.4 2008).

Apple strives to fulfil its goal of delighting customers, and once that is achieved, then that is when the profit is made. In a newspaper article about Apple's goals, they declare, "Apple has grasped that making money is the result of the firm's activities, not the goal" (Denning, 2011). With this way of thinking, Apple fulfils its goal of "delighting customers", and they make a successful profit. For Apple to please their customers, the employees have to find in the purpose. With these goals set, Apple can achieve its ultimate goal of delighting the customer. When the customer is happy, then the employees are pleased, and the company is thrilled because they not only reached their purpose but also received profit in return. Target setting is essential in a company and can develop or destroy a company. In the case with Apple, their goal set is working very successfully and will continue as long as their goal is setting and meeting.

The managerial approach in Apple, or how the managerial approach is shaping the team behaviour.

Tim Cook as a CEO of Apple inc., practice democratic leadership, and that is how is possible in nowadays Apple to be able to produce a team environment inside the organisational culture of Apple, where people are encouraged to be innovative, inspired and creative(reference!!). That is why I conclude that

Tim Cook has a modern democratic approach in managerial behavioural point of view. To be able to give a more accurate description of his approach, I will use McGregor (1960) theory Y.

It is usual for managers with this style to give the people more appreciation, what actually is happened when Tim Cook takes the leadership of Apple (Tim Cook, 2018), and it is notable in his way of ruling. Teamwork is the hallmark of this type of behavioural approach, which is also described as democratic. It is believed that the company, that adopt theory 'Y' gives to the workers more freedom and every individual in this organisation becomes more productive because of it. (Hattangadi, 2015, p.21). Managers who practice a democratic way of managerial approach build a strong connection with its employees and the role of the manager is in direction to guide the team as the supervising part is on the second place, of course, the employees will need supervising, but from a member of a team it is expected he to be responsible for his actions, and he must be because of his actions affecting the other people in the team.

Apple is one of the leading brands in the mobile phone industry, and this is an indicator that the teams inside the organisation have a strong bond between them. If it were not like this, the company would not be able to be innovative and competitive in today's market. As a result of the effort of Tim Cook, in just two years, Apple inc., become the first company in The United States of America which is valued on two trillion dollars (Cook, 2020). Nothing of this would be possible without a strong team relationship. I will end this presentation with the citation of the words, of Steve Tobak (Entrepreneur, 2014) 'We see the results of his patience and faith in his team.' For me, this sentence speaks for the power of the managerial approach and how it shapes the team behaviour in Apple.

Anastasia Sandu

What is motivation?

According to (Mukherjee, 2009): Motivation is an urge, which is created because of the absence of something desirable for an organism". Alternatively, stated motivation is what makes people behave the way they do, and it is the reason there are taking a particular course of action.

Motivation- management perspective

Motivation is a basic management responsibility. From management perspective, motivation represents the ability of leaders to create an environment in which employees are willing and able to generate the desired responses of the organization. It is both the cornerstone and the overall indicator management system performance.

In order to motivate its employees and encourage them to do their job as effective and competent as possible Apple utilizes Intrinsic and Extrinsic incentives. According to (Apple, 2014): "Intrinsic motivations uses internal rewards to motivate the employees. The employees will be motivated to do a task because they found pleasure and enjoyment in it. They will have a feeling of gratification and fulfilment in achieving the task." This type of motivation its very beneficial for the company as it does not involve any financial rewards

According to (Apple, 2014) : " Extrinsic motivation uses external rewards such as money, gifts and recognition to motivate the employees. Apple are able to attract and also gain loyalty from their employees through these types of rewards." Apple uses a double benefit approach for the company, increases the productivity and loyalty of employees but at the same time chooses a cheaper solution to motivate them by offering them products and discounts rather than financial rewards.

Motivation-Employees perspective

Some employees are motivated by financial benefits, there are some people who work out of passion for a certain job, others for personal fulfillment. Others like to achieve various goals and to feel that they make a valuable contribution, that they are recognized. Some people have various personal missions that they accomplish through specific work.

External factors

Salary

Regardless of the personal reasons that urge people to work, it must be said that a basic reason is the need for money. That is why, most of the time, when hiring, a salary is negotiated. On the one hand, the employee is satisfied with the amount he will receive after performing his work, on the other hand, the company ensures that in exchange for the amount of money offered, the employee is satisfied and works efficiently. A first aspect that makes us satisfied with the position occupied is the salary received and, possibly, its collateral benefits. However, after a period of time, the fact that we receive that amount of money no longer motivates us enough.

Working Conditions

Working conditions influence how an individual is or is not motivated to work. The location, the placement in the office, the furniture, the equipment etc. all these make their mark on the quality of an employee's work. Apple operates one of the biggest manufacturing chains in the world and most of the factories are owned by contractors, so it is difficult for the company to have real control over working conditions. Apple said according to the annual audit for 2017, a series of violations of its labour and environmental policies for suppliers were found. (Nellis, 2018)

Benefits

These include extra incentives such as medical insurance, pension schemes, discounts to stores or services, company car, wellness programmes and so on. According to (Apple, 2014): "For extrinsic motivations, Employees are given free iPod shuffle or iPhone and are given product discounts. Apple also motivates their workers by giving life insurance and increasing their length of vacations in 2014."

Environment

A positive and inclusive working environment is essential as it can motivate employees and improve commitment. People often spend more time at work than they do at home so going to a place where they can feel positive and comfortable is essential for their productivity. The brightness, the temperature, the noises, brightness, general atmosphere all these factors have an impact on employees, engagement, and productivity.

Internal Factors

Achievement-According to (Llopis, 2012)“ Employees are extremely motivated to achieve if this means that advancement awaits them.” Achievement gives people a sense of fulfilment, a purpose, it is in their nature to aspire to achieve a higher degree of personal excellence.

Recognition- is an intrinsic incentive in which the employee achievements are acknowledged and publicly congratulated, such as displaying panels with “employee of the month”. Recognizing their merits motivates employees and makes them feel that their effort is not in vain. Recognition gives employees confidence and motivates them to work harder as recognition can be the first step to advancement.

Feedback- The need for feedback is another aspect that is important for employees. People do not want their questions to remain unanswered. They do not want their work not to be evaluated. Therefore, people are looking for a job in which the boss directly communicates with subordinates, offers answers and solutions, strategies and recognition of the work done.

Learning and Growth- According to (Apple, 2014): “Apple makes sure their employees are given jobs that are not easy, instead they give them challenging ones. The employees are pushed to their maximum potential so that they could improve and have better performance. The employees will feel respected because they are believed that they have the potential to achieve challenging task and thus strive for good performance results.” Learning and growth permit employees to develop and enhance their skills and this motivates them to evolve in order to achieve their maximum potential.

Perception

Brand perception is what customers believe a product or service represents, not what the company owning the brand says it does. Brand perception comes from customers use, experience, functionality, reputation, and word of mouth recommendation - on social media channels as well as face to face.

One major challenge businesses are facing is that values of corporate brand are perceived by customers in a very different way than the value corporate brand proclaimed by the management. According to (Yaniv & Farkas, 2005) :” Such a difference is perceived by their employees as a lie that causes them to feel a lack of identification with the corporate brand and an unwillingness to support it adequately.”. However, this does not seem to be the case for Apple. According to (Specialist, 2018) “ Apple has built a lifestyle brand and not a functional brand, it’s people’s perceptions of what Apple says about them (lifestyle brand) and not what it does for them (functional brand). In the fast-moving technology sector functions are benchmarked by competitors at the speed of light and can’t be used as enduring differentiators. “

Conclusion:

What we found to be most interesting about Apple is how they strive to stay very innovative and early adapters. Apple is usually one of the first company to come out with a new product line. This looks very risky to us, but it seems to be working to Apple advantage. This show that taking risks ca sometimes make or brake

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