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Apple's Organizational Learning

Assignment 2 report

This paper is the report of the research done on Apple as an learning organization, the purpose of the assignment is to understand how you can identify the organization which learn, what is their business, and map out their learning cycle. Other objectives of the researchers are to understand how learning theories are applied in real world and to identify which theory is most suitable for Apple's learning style.

Subject: OL (MOL 7323)

Lecturer: Dr. Mai

Prepared By:

Nima Fotovati

Elhameh Sarvari

Asra Amidi

Fatemeh Hashemi



Abstract

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1. Introduction

This paper discuss about learning organizations, the case subject for this paper is Apple computer. The purpose of this study is to understand the real example of learning organization and to clarify the organizations which are flexible and adaptive from rigid organizations, this clarification help one to understand the advantages and disadvantages of organizational learning. Furthermore while doing this research one will learn how to do company analysis, and make a company profile which is vital for every organizations to have one. Also we will look at how Apple is implementing organizational learning, assess it, and what are other strategies Apple uses to implement and maintain organizational learning.

2. Company profile & Background

Apple, founded in 1976 by Steven P. Jobs and Steve Wozniak, is the world's largest technology company in terms of market capitalization, taking the lead from its long-time rival Microsoft in 2010. Steven Wozniak and Steven Jobs had been friends in high school, they had both been interested in electronics, and both had been perceived as outsiders. They kept in touch after graduation, and both ended up dropping out of school and getting jobs working for companies in Silicon Valley, Woz for Hewlett-Packard, and Jobs for Atari. Wozniak had been dabbling in computer-design for some time when, in 1976, he designed what would become the Apple I. Jobs, who had an eye for the future, insisted that he and Wozniak try to sell the machine, and on April 1, 1976, Apple Computer was born.

Sculley became the de facto head of Apple in May 1985. Over the next few months, Apple was forced to lay off a fifth of its work force, some 1,200 employees. The company also posted its first quarterly loss. All this, and the resignation of Jobs, served to erode confidence in Sculley's abilities as CEO of Apple.

In early July 1997, Apple announced the resignation of Gil Amelio, following another multi-million dollar quarterly loss. This came as a surprise to nearly everyone, and at this time a new CEO has yet to be announced. In the meantime Fred Anderson, Apple's CFO, has been put in charge of day-to-day operation, and Steve Jobs was given an "expanded role" at Apple for the interim.

Apple is the first successful personal-computer company that commenced as a computer software and hardware manufacturer. This company is fundamentally responsible for the enormous expansion of the personal computer industry in the 20th century. The

Apple changed people's idea of what a computer should be. Apple Inc. designs, manufactures, and markets personal computers, software, networking solutions, music players and mobile phones. This company became well known because of its product called Apple Lisa. Apple Lisa was the first personal computer in the world which used graphical user interface (GUI) and mouse.

Over the last decade, Apple has redefined the music business through the iPod, the cell phone business through the iPhone and the entertainment and media world through the iPad. On Oct. 5, 2011, the company announced the death of Mr Jobs, after a long battle with pancreatic cancer. Rarely has a major company and industry been so dominated by a single individual, and Mr Jobs's influence went far beyond the iconic personal computers that were Apple's principal product for its first 20 years. Again and again, Mr Jobs gambled that he knew what the customer wanted, and again and again he was right. The death of Mr Jobs stirred deep emotions inside and outside Apple and raised concerns about whether the company can, in the long run, continue its remarkable streak of hits. In August 2011, Apple named Timothy D. Cook as the company's chief executive.

2.1 Antitrust Suit over E-Books

In April 2012, the Justice Department filed a civil antitrust lawsuit against Apple and five major book publishers, charging that the companies colluded to raise the price of e-books in 2010. The government's decision has put Amazon.com in a powerful position: the nation's largest bookseller may now get to decide how much an e-book will cost, and the book world is quaking over the potential consequences.

Another thing to know about Apple is that a lot of press is associated with their CEO, Steven P. Jobs. He is seen as the architect of many of Apple's amazing products, and the reason for their success. His presentations at Apple's media events are "electrifying" and revolutionary. Given his superstar image, his status and health as Apple's CEO ties into how investors value Apple, and for this reason we must follow him. For instance, earlier in the year there was an inaccurate report that he sustained a heart attack, and rumours flew through the internet, briefly dropping Apple's stock price 5%.

Comparing a Steve Jobs presentation to most presentations is nearly impossible — he's in a league all his own, Apple chief executive Steve Jobs is the most charismatic pitchman in business today. His presentations are brilliant demonstrations of visual storytelling that motivate customers, employees, investors, and the entire computer industry.

2.2 Company Products

Among the key offerings from Apple's product line are: Pro line laptops (MacBook Pro) and desktops (Mac Pro), consumer line laptops (MacBook) and desktops (iMac), servers (Xserve), Apple TV, the Mac OS X and Mac OS X Server operating systems, the iPod (offered with up to 120 GB of storage with the iPod classic or with web browsing and touch screen controls with the iPod touch), the iPhone (now available for sale in over 80 countries), and the iPad (3 generations).

3. Core businesses

Until the return of Steve Jobs in 1997 which change the whole company to a new level of computer and electronics, the Apple was considered as a PC maker; however Jobs turn the company around from a niche PC maker to a high-end consumer-electronics and services which today makes about 80% of Apple's revenue. Apple's core businesses has been in different areas of computers and electronic devices, so above is a brief core businesses of Apple from day one until now in chronological order:

3.1. The founding of Apple 1976-1980

Apple I: The Byte Shop ordered fifty units for \$500 per unit

Apple II: The first West Coast Computer Faire (April 1977)

Apple III: Compete against IBM and Microsoft (May 1980)

3.2. The years of innovation 1981-1989

Lisa: First Personal Computer with a Graphical User Interface (GUI) (1983)

Machintosh: The first "User-friendly" PC, using GUI with the metaphor of "desktop" and Mouse. (1984)

Machintosh Portable: Compete against IBM and Microsoft (May 1980)

3.3. Decline and resurrection 1990-1997

Microsoft rolled out Windows 3.0, Apple was in trouble.

3.4. Steve Jobs turnaround 1997-2011

Jobs understood the rapidity of change in the computer industry and therefore change the Apple's leadership, alliance, licensing, market, and product range. Increase innovation with G3 Power Mac, this systems could also be used as network servers Buzusers

G3 PowerBooks (1998) & **iMac boom!** This fact sent Apple's stock to 52 weeks high! (1998)

3.5. Website renovation & Power Mac G4, 2000

The whole idea of being the best started to emerge in the website as well as the products.

3.6. New iBook & iMovie, 2000

The new iBooks started to show that there is a major shift in designing products.

3.7. Music revolution; iPod first generation, 2001

The revolution in the music industry happened by introducing this particular product.

3.8. Director MX for Mac OS X, 2002

Continues improvement in the software industry and Apple's simple, easy to use software owned the market.

3.9. The new iPod (second generation) & iTunes, 2003

Another revolution in the music industry with introduction of iTunes, it was so important that the music became the #3 navigation element in Apple's website.

3.10. Cellphone revolution; iPhone, 2007

Another evolution by Apple, this time in the cellphone industry, Apple has changed the functionality of smartphones to something other couldn't compete at the time and still struggling to keep up with it.

3.11. Tablet revolution; iPad, 2010

Another revolution in the tablet industry, this time Apple had owned and ruled the tablet business and sold enormous number of iPads worldwide.

Apple's core business has been in a constant evolution and change since the day it started as a personal computer company, Apple focused on the PC industry from 1976 till the late 90's which Jobs returned to Apple, in that time the internet was the biggest hit in the computer industries and Apple just like the others was trying to get involved in it as much as it could but in that time Apple was in a serious trouble.

Steve Jobs was fired mainly because he argue that Apple should be more of a software company instead of PC and hardware but the board of directors were denying his argument and finally they have fired him. However it became obvious in the 90's that they were wrong and company was going to the drain, so they hired him back and this time Jobs turn the company to the most valuable computer business of all times by changing the company's core business from old PC making to current more exciting products such as iPod and iTunes. Apple has been considered to be software, hardware and consumer electronic company ever since. So today's Apple core businesses can be categorized as below:

- **Personal Computer** (iMac) and notebook (MacBook)
- **Consumer electronics** (iPod, iPhone, iPad, Apple TV)
- **Online music market** (iTunes store)
- **Mobile advertising market** (iAd)
- **Digital video editing market** (Final Cut Pro)
- **Software Production** (Mac OS X, iOS, iLife, iWork)
- **Real Estate** (323 apple stores by November 2010)

4. Why Apple is considered to be a Learning Organization?

There are numerous reasons why Apple can be considered as a learning organization, the first and the most important reason is Steve Jobs. Steve Jobs has turn a company on the edge of failing to one of the most valuable companies of all time, how he could do that is the question many researchers and managers are asking. One of the important reasons that he always had a vision of "making history" and changing the world, adding his ambitious to it and makes that Apple culture is the reason he could save Apple.

When there was interview in 1992, Peter M. Singe said "...the very idea of a learning organization is a vision... I believe nothing motivates change more powerfully than a clear vision..." What have been said by Peter was the same as Steve Jobs' words "We're gambling on our vision, and we'd rather do that than make 'me-too' products". He set out with a vision to change the world by making Apple to innovate continuously. He said "We hire people who want to make the best things in the world". His words were proof that he

created learning organization at Apple by encouraging employees to apply their intelligence and imagination.

The popular employee-opinion website Glassdoor.com put Apple into Employees' Choice, 50 Best Place to Work, 2010. It means employees are satisfied of working environment at Apple. Anthony DiBella, an organizational learning expert, in his book *How Organizations Learn*: "learning organization presumes that learning as a collective activity only takes place under certain conditions or circumstances...The role of organizational leaders is to create the conditions essential for learning to take place". So, to be a learning organization needs supportive environment and that environment is available at Apple.

Apple was selected as a winner of The Global Most Admired Knowledge Enterprises (MAKE) 2009. The winner was chosen by a panel of senior executives and leading knowledge management/intellectual capital/innovation/organization learning experts. Apple has been recognized by panel for developing knowledge workers through senior management leadership, developing knowledge-based products/services, maximizing enterprise intellectual capital, and transforming enterprise knowledge into shareholder value.

Therefore there are numerous evidences proving Apple is a learning organization, not only at organizational level but also at design, production line, and other levels of company; this has made Apple a very flexible and adaptive organization in terms of learning. There are other rankings as such that can be found in Fortune magazine which indicate the importance and valance of Apple worldwide. Steve Jobs is number on in **The 12 greatest entrepreneurs of our time**; Apple is number one for five years in a row in **World's Most Admired Companies** so it is obvious that Apple cannot be simply ignored by researchers and other industries as a very good example of learning organization.

5. Apple's learning cycle

According to Dixon (1999), there are 4 steps in organizational cycle; Step 1 is to generate, Step 2 is to integrate, Step 3 is to Interpret and Step 4 is to action. (figure 1)

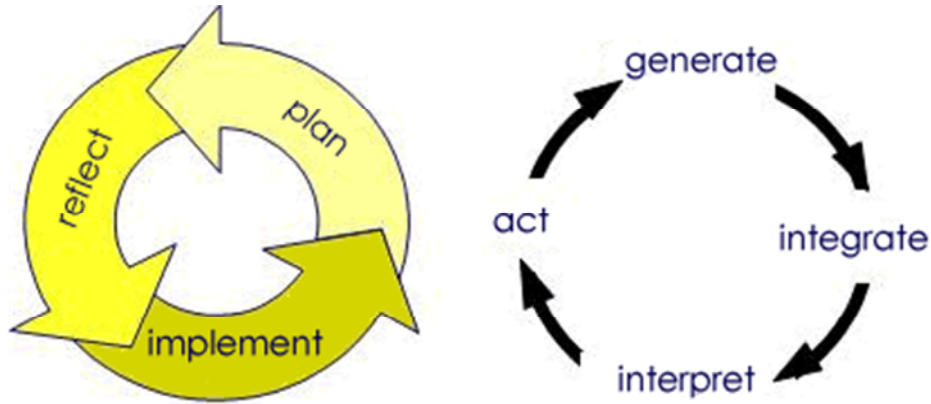


Figure 1 (learning cycle)

First step, Apple generates the information. This step is a continuous collection and collects information from multiple sources or by primary users. For example, Apple wants to create an iPhone. Apple encourages their employees to note any new construction site they saw when on the way to work or have an informal interview or distribute questionnaire to collect information on what the consumers want or expectations or the current trend. Apple does allow employees to come up with new innovations. Team building is requiring in an organization where the employees co-operate to accomplish the goals.

Second step, Apple integrates new or local information into organization context. Apple gathers all the information and analyzes it. The purpose of analyze the information is to check are the information connected or completed, for example iPod. Apple tries to works with iTunes to get more music downloaded for free, Apple does gather the others companies information similar to iTunes. Apple integrates staff position into line which allows staff to spend more time in other departments to understand how it works. Apple allows their employees to voice or create new skills and functions for a product there are creating at.

Third step, Apple collectively interprets information. Information has to distribute among Apples' employees and cannot be done in one or two people. This step is where the Apples' employees had an organizational skills where talking sometimes does give accurate and complete information. This step also have frequency of interaction, availability of multiple perspective, egalitarian conditions where people are equal, respected and freedom

to talk, organization limited in size and everything open to questioning. Apples' employees allow to voice out their opinion. For example, one of the staff tries to show how to improve the procedure, what is the best solution and so on. Maybe other of the staffs are agree or disagree with him or her by that they can exchange information among themselves from different person's perspectives.

Fourth step, Apple has the authority to take responsible action on the interpreted meaning. This step every organization has to take the responsible action on the information they had analyzed it. Apple need to know what need to do and what is wrong so that Apple will not make a wrong decision. Apple need to control at certain level, minimize the decisive procedure, no penalty for risking and profit sharing. For example, Apple share profit among the employees such as give a massages, treat them for vacation and so on.

5.1. The reasons why Apple was forced to change

Organizational learning is the heart of innovative activities. Organizations such as Apple Inc. have the most characteristics of innovative companies. This company has produced many innovative products for a long period of time by predicting and making products that customer wish for, even before the customers know themselves. The Apple changed people's idea of what a computer should be.

The aim of this company is to prepare the best personal computing and music experience to all kind of users via its innovative hardware, software, services and internet. This company continuously has developed its own operating system, hardware and many software applications to satisfy its customers. Apple Inc. has been survived several times from financial failures.

In the 1977, Apple produced the Apple II that caused the personal computer can be affordable by individual instead of just a desktop tool for business people. Apple started the personal computer revolution with this product. Apple II is the first user-friendly system and became one of the most popular computers. Steve Jobs introduced The Apple II because he wanted to create a large company and to get a greater market share.

In the 1981, with the arrival of IBM's personal computer, the personal computer industry would be shared between two primary operating systems: Microsoft MS-DOS and the Apple Macintosh. This event caused a long-term competition for Apple in this industry. Apple continued its innovation by introducing distinctive product like Lisa computer to try to

challenge with its competitors. Lisa computer is an innovation by Steve Jobs to design a computer that can be used by everyone.

The Lisa computer did not sell as Apple had desired because of some problems and unfortunately could not compete with IBM on getting the market sharing. Its stock plummeted to \$3.5, while approximately \$7 in 1982 and earning went down.

Because of failure of the Lisa, Apple innovates and revised its product and innovate a new product that name "Macintosh" in 1984. Apple reinvented the personal computer with this product and was commenced with a television commercial. The Macintosh sales was good at the start but could not be continued. The sales went down and the company got into internal trouble and because of that, Steve Jobs and some other Apple executives left the company.

Steve Jobs after leaving the Apple started a new company, NEXT computer, to build computers and design software with the help of several Apple employees. Its innovative object-orientated operation system was highly influential. By 1986, he also bought Pixar, a computer animation company to be a progressive graphics hardware developer but after unsuccessful sales, it contracted with Disney to produce a number of computer-animated feature films. This company received Academy Award for Best Animated Feature.

During this period of time, Microsoft's Windows operating system got market share so the company produced three new Macintosh personal computers and released their new operating system from 1986 to 1990 that caused the company be the fastest-growing company in the United States in 1990.

The biggest problem of NEXT was not technology but was the inconsistency and incapability of management. Unfortunately COEs of this company faltered one after each other. In 1996, Apple bought the NEXT computer Inc. and bringing Steve Jobs back to the company, first as a consultant. After purchasing of NEXT and with the help of Steve Jobs guidance, the company's sales increased with innovating of new products such as iMac and became a profitable company again. Steve Jobs ideas and the way he managed the company, made a sense of enthusiasm to Apple "family", both between employees and customers.

When apple entered in the 1990s, although had a prosperous in the field of computer making, predicted that the world has been changed and they cannot survive without changing their strategy. They understood that they had to revise their corporate strategy.

They considered that customers need innovative with new quality, most affordable and economical products so expanded into a complex company more than just a computer company via breaking and questioning the governing variables in the 2000s by producing more innovative products, more and more technology for people all over the world, such as iMac, iBook, Power Mac, iPod, and many more.

6. How Learning Organization makes Apple successful?

In this section we will use Peter M. Senge's fifth discipline to analyse the success of learning organization in Apple. There is no exact information that stated Apple implements fifth discipline because of secrecy that Apple adopts. Fifth discipline is used because of two things; First, Apple Japan which part of Apple implemented fifth discipline to increase their sales (Gerard, no year) and second, based on Senge's research on Apple. *"All there have been involved in our research program for several years, along with leaders from Apple, Ford, Polaroid, Royal Dutch/Shell, and Trammel Crow"* (Senge, 1994:15).

In Senge's book *The Fifth Discipline: The Art and Practice of The Learning Organization* (1994), he described there are five disciplines as core to build learning organization namely Systems Thinking, Personal Mastery, Mental Models, Building Shared Vision, and Team Learning. These five disciplines will be discussed briefly and then we will look at Apple to understand how they are being implemented in the company.

6.1. Systems Thinking

"A cloud masses, the sky darkens, leaves twist upward, and we know that it will rain." (Senge, 1994: 10)

Systems' thinking is a way to understand the whole systems/problems rather than view it as part. It teaches us to understand the correlation between actions and consequences. In organization, systems thinking includes people, rules (structures), processes that determine the advancement of organization.

When Jobs returned into Apple, first job he did was to create single marketing, sales, manufacturing, and finance groups as remedy for the warring teams and the lack of communication that had been the norm in Apple (Young & Simon, 2005). Those things had created problems for Apple to survive and lost its market. Jobs made deal with Bill Gates to solve the several disputes between Apple and Microsoft (Moiescot, 2010). He also got \$150 million investment from Gates in Apple (Moiescot, 2010). He cut down 50 Apple's project

to 10 and 20 product lines to 4 products: a consumer desktop, a consumer notebook, a pro desktop, and a pro notebook (Moisesco, 2010).

6.2. Personal Mastery

"Personal mastery is the discipline of continually clarifying and deepening our personal vision, of focusing our energies, of developing patience, and of seeing reality objectively." (Senge, 1994: 10)

Personal Mastery is principles of self-development in order to achieve your goals, those include personal vision, personal purpose, holding creative tension between vision and current reality, mitigating the impact of deeply rooted beliefs that are contrary to personal mastery, commitment to truth, and understanding the subconscious (Senge, 1994).

CEO Steve Jobs is behind Apple's success. His vision brings Apple not just producing computer but also consumer electronics (iPod, iPhone, iPad). *"Apple's original vision was to make computer for the rest of us while its purpose is to make a contribution to the world by making tools for the mind that advance humankind"* (Koontz et al., no year: 2). Senge differentiated vision and purpose, purpose is abstract and contains general heading whereas vision is concrete and has specific heading (Koontz, et al., no year: 2). Vision and purpose should be in package in order to generate a visionary organization and Apple has it.

In his commencement speech at Stanford University, he said "I was lucky – I found what I loved to do early in life" (Koontz et al., no year: 2). His passionate to innovate and find something useful for society has made Apple become innovative company in the world just in 13 years after he came back as CEO in 1997. His personal purpose isn't earning a lot of money but dedication to be excellent has revolutionized Apple become a competitive company that nobody ever imagines before it can top Microsoft.

6.3. Mental Models

"Mental models are deeply ingrained assumptions, generalizations, or even pictures or images that influence how we understand the world and how we take action" (Senge, 1994: 11).

Mental model is principles of foundation that company has in order to take action, a company should be willing to learn and adapt to new concept so that it can maintain its position in market. It also should be faster than competitors in implementing new mental models (Loof, 2004).

Apple has changed its production, rather than producing computer, now it produces consumer electronics, no one ever imagined that it will produce such amazing products in such short time. Apple has revolutionized music industry by creating iTunes store and how it convinced music Label Company to give digital right management for songs (Koontz et al., no year). iTunes is the awesome way that changes the old way to sell songs and in the first year of the store operation, it has reached 1.5 billion downloads (Koontz et al., no year). Apple's mental model in creating iPod is never relying on price. Its mental model is how to create MP3 Player more value, more style, and new ways of interacting with digital media (Weisbein, 2008). *"They used better hardware, software, packaging, and marketing techniques than anyone else"* (Weisbein, 2008). They aren't afraid of unaccepted products by consumers because of expensive price. Customers are their priority. *The Economist* (2007) says "The iPod was ridiculed when it was launched in 2001". If Apple heard the public opinion at that time, the digital music revolution wouldn't have been seen right now (David, no year).

6.4. Building Shared Vision

"If any one idea about leadership has inspired organizations for thousands of years, it's the capacity to hold a shared picture of the future we seek to create" (Senge, 1994: 11).

Senge described five stages of shared vision. The first stage is "telling", how the leader tells the group what the vision is. The second is "selling", how the leader persuades its employees to have the vision. The third is "testing", how the leader tests to see whether the vision has effect on the employees or not. The fourth is "consulting", how the leader consults with its employees to see hoe vision should be adopted. The last stage is "co-creating", how the leader cooperates with employees to create vision for organization (David, no year).

Communicating the vision to Apple employees wasn't hard because the company was founded on vision (Koontz et al., no year). In his own words Steve Jobs says his purpose is to "take these great people we have and to push them and make them even better, coming up with more aggressive visions of how it could be" (David, no year). Professionals in company such as Intel, National Semiconductor, and Hewlett Packard voluntary resigned as their position in order to be employees in Apple because they saw Apple had something different to offer (Koontz et al., no year).

6.5. Team Learning

"Team Learning is the process of aligning and developing the capacity of a team to create the results its member truly desire." (Senge, 1994: 220)

Team Learning involves dialogue and discussion (Senge, 1994). Dialogue is a way to free team members' idea for problems they face. Discussion is taken after finishing dialogue signed by taking decision after considering team members' opinion. Team members should be consisted of brilliant and talented people so that it can achieve organization's shared vision.

Steve is transformational leader, he is able to direct his team to make something that logically impossible. I should say there is hardly dialogue by Jobs, only discussion. He doesn't accept answer "no" for the things he wants his team to create. Such example is when he asked his design team to create computer Mac not bigger than telephone book (Young, 2005). He is known as "egotist" but because of that he can force his team to do something that unachievable before (Anonymous, no year). *"The success of his team work is partially egotism and high criteria, but also the idea and the belief into the strategy through which this product will be brought to life"* (Anonymous, no year).

Chad Little (2010), Apple's ex-employee says the employees gather at café to discuss the team's work. He says teamwork feels that they can change the world when they involve in project, no matter what role each of employees has (Little, 2010).

7. Evaluation of Apple's Learning Organization

This section will argue about the elements that has most effect on implementing learning organization in Apple. Companies today are trying to implement their own concepts of learning organization, sometimes they use some theories to implement the concepts, sometimes they use other tools such as IT systems, either way there are many challenges and issues in the way of implementing these strategies which can be overcome by using good leadership and appropriate culture.

Apple has a few series of defeat against their main competitor IBM, due to lack of good management, good leadership and unsuccessful products. One of the Apple's main problems was with their product's quality control and measurement; this problem had resulted in combustion of some portable computers. First commercial success for Apple company that it can come in the year 1978 when they using learning organization in our companies and realized they need teamwork to put Apple in the market place at that time

Steve Jobs along with his partner Stephen G. They knew they need professional help to manage the significant financial issues.

8. What happened to Apple after implementing Learning Organization?

After implementing learning organization in Apple it was clear that a key component to this is Apple's ease of use and user friendly products, as it is obvious to anyone who has used one the Apple's products. Using, installing, modifying Apple products such as Macs is almost as easy as plugging speakers into a stereo system. Because of this simplicity Apple was able to form a tight relationship with its customers, particularly within the education and design & publishing industries.

Companies need to segment their market for different reasons. Before one market's products or services, one needs to understand their customers, and find ways and means to satisfy their wants. This is necessary to stay ahead of the competition and build the brand that Apple try to do this process after learning organization and understanding about what their customer need exactly.

9. Strategies that help Apple to implement learning organization

As it is mentioned earlier two strategies that help apple to implement learning organization are:

9.1. Effectiveness of marketing

Through good advertising, products draw people's attention which helps them to attract large number of customers to buy on the first day, Apple start with a fixed price to cover marketing and development costs but with introducing new versions of the product they reduce the cost of old product, It is one of the Apple's marketing strategies which gives customers the feeling of getting a great deal.

9.2. Human resource management

Human resource management consists of a number of functions like: planning, training and development, motivation, and reward system. These functions have to carry out in an integrated manner in order to find coordination with the overall human resource strategy of the organization. The human resource strategy helps the organization achieve its goals in a better manner. So, for an organization like Apple where the human resources are

important and retaining the right person is an extremely important task.
(Boyonestep.B/April 2006 p2)

People believe that the leaders in the organization, especially Steve Jobs are one of the reasons for the organizational success; Human resources are a very important. Apple has been known to be a good employer. Its employees are appreciated and valued. They are provided with a healthy work culture that comes from learning organization, some of them feel that Apple has a wrong human resource strategy as they maintain secrecy. Moreover the employees are treated very strictly on information secrecy and leaking of information has punishment so the employee understands under no circumstances they cannot share any information about the solutions or products.

10. Conclusion

Today businesses face many challenges: tough global competition, rapid technology change and increased pressure from consumers are only a few to name. Ability to adapt quickly to this fast changing environment, knowledge evolution, and continuous learning is necessary for the survival of the businesses. Knowledge is seen as a competitive advantage for the modern organizations. Apple has understood to achieve the company objectives and actually make any difference they need to change and adapt themselves to new situations, since the one of Steve Jobs' visions was to make only great products he transformed Apple to learning organization with making changes in the culture, production line, human resource, marketing, advertising, and Apple's website. Therefore as many other researchers and businessmen believe Steve Jobs were the company's center point and the most important factor in Apple's success, as it was stated in Apple's website after Jobs' death "Apple has lost a visionary" it is clear that everybody agrees with the fact no matter of all his weaknesses and bad behaviors he was truly the man who achieved anything he set to, he never accepted no for an answer and only asked for brilliance.

Apple has always been threatened by other companies in the computer industry but they always had walked away safely, partly because they were just made better products and partly because Jobs was a brutal man and did not believe in giving up, but most importantly because Jobs didn't make the same mistakes twice. In 1984 when he trusted Bill Gates with Macintosh and Gates copied Macintosh to make Windows operating system he said I have trusted the wrong guy and I won't do it again and that is exactly what Apple did ever since, Jobs learned from every single mistake and made it a hallmark so everybody will learn from it and don't repeat it; the term "not reinventing the wheel" has been completely understood by Apple so they spend fortune on R&D to make sure they make no mistake in making products specially when they are entering in new industries such as music, cellphone, or tablet.

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