

## ASSESSMENT 1

# LEVEL 6 ASSESSMENT SPECIFICATION

|                                        |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |                                                                 |                    |
|----------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------|--------------------|
| <b>Student name:</b>                   | <b>Chong Zhao Hern</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              | <b>Student ID number:</b>                                       | <b>2120951</b>     |
| <b>Programme:</b>                      | <b>BBA (HONS) IN FINANCE</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |                                                                 |                    |
| <b>Module:</b>                         | <b>Leading and Developing People</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |                                                                 |                    |
| <b>Module code:</b>                    | <b>IUBA6003</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     | <b>Contribution to Overall Module Assessment (%):</b>           | <b>50%</b>         |
| <b>Lecturer:</b>                       | <b>Emma Roberts</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | <b>Internal Verifier:</b>                                       |                    |
| <b>Assignment Title:</b>               | <b>The Complexity of Modern Leadership</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          | <b>Word count (or equivalent):</b>                              | <b>2,680 words</b> |
| <b>Submission deadline:</b>            | <b>19<sup>th</sup> August, 2024 @23:55</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          | <b>Return date of provisional marks &amp; written feedback:</b> |                    |
| <b>Submission method:</b>              | <p>All written assessments, where practical and possible, must be submitted via Turnitin unless otherwise instructed by the Lecturer. (Please DO NOT put this assessment specification into Turnitin or it will match many similarities with other students' submissions.)</p> <p><b>Alternative submission method (if applicable):</b></p> <p><b>Late submission of the assessment will result in a late penalty mark.</b> Penalties for late submission: Up to one week late, maximum mark of 40%. Over one week late, 0%. Only the Extenuating Circumstances Panel may approve a change to submission dates.</p> |                                                                 |                    |
| <b>Academic honesty / referencing:</b> | <p>Academic honesty is required. In the main body of your submission you must give credit to authors on whose research and ideas your work is based. Append to your submission a reference list that indicates the books, articles, etc. that you have used, cited or quoted in order to complete this assessment.</p>                                                                                                                                                                                                                                                                                              |                                                                 |                    |

# STUDENT FEEDBACK FORM

This section details the *extent* to which the assessment criteria are demonstrated by you, which in turn determines your mark. The marks available for each category of skill are shown. Lecturers will use the space provided to comment on the achievement of the task(s), including those areas in which you have performed well and areas that would benefit from development/improvement.

| Generic Assessment Criteria                                      | Marks available | Marks awarded |
|------------------------------------------------------------------|-----------------|---------------|
| <b>1. Engagement with Literature Skills</b>                      | 20              |               |
|                                                                  |                 |               |
| <b>2. Knowledge and Understanding Skills</b>                     | 20              |               |
|                                                                  |                 |               |
| <b>3. Cognitive and Intellectual Skills</b>                      | 20              |               |
|                                                                  |                 |               |
| <b>4. Practical Application Skills</b>                           | 20              |               |
|                                                                  |                 |               |
| <b>5. Transferable Skills for Life and Professional Practice</b> | 20              |               |
|                                                                  |                 |               |

|                                                                                                                                                                                                            |                                                        |          |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------|----------|
| <b>Assessment Mark</b> (Assessment marks are subject to ratification at the Exam Board. These comments and marks are to give feedback on module work and are for guidance only until they are confirmed. ) | <b>Late Submission Penalties (tick if appropriate)</b> | <b>%</b> |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------|----------|

## **Table of Content**

| <b>NO.</b> | <b>Sections</b>                                               | <b>Page Number</b> |
|------------|---------------------------------------------------------------|--------------------|
| 1.         | Section 1: Introduction                                       | 1-2                |
| 2.         | Section 2: Theories Relating to Leaderships Styles and Traits | 3-6                |
|            | Section 2.1: Traits Theories                                  | 3-4                |
|            | Section 2.2: Leadership Style                                 | 4-6                |
| 3.         | Section 3: Case Example on Apple's Leader                     | 7-12               |
|            | Section 3.1: Steve Jobs's Leadership Style                    | 7-9                |
|            | Section 3.2: Tim Cook Leadership Style                        | 10-12              |
| 4.         | Section 4: Critical Evaluation and Conclusion                 | 13-14              |
| 5.         | Section 5: References                                         | 15-16              |

## **Section 1: Introduction**

The concept of leadership has been a widely discussed topic among scholars as this is a complex and multidimensional term. The concept of leadership has been long discussed by ancient philosophers, as seen in Plato's "The Republic", in which he describes a leader as an artist who serves the role of a beacon of justice, order and harmony while moulding the society to this image although it is a virtually impossible task (Scott, 2022). This great ancient philosopher is only one of the examples given by the many philosophers who attempted to describe the roles and importance of leadership. Despite the different authors' interpretations of leadership and the timing in which new literature is written, leadership and management are often used interchangeably. Many scholars have attempted to distinguish the differences between these two terms (Toor & Ofori, 2008; Wajdi, 2017; Liphadzi et al., 2017), some scholar seems to disagree where some scholars describe the role of management and leadership opposing one another (Wajdi, 2017; Zaleznik, 2004; Kumle & Kelly, 200), while some argue that it is one of the same thing (Bryman, 1992; Azad et al., 2017). As stated by Toor and Ofori (2008), the general consensus is that a manager is not necessarily a good leader, and many leaders also perform the management role.

In the context of organizational leadership, Yukl (2013) describes that organizational leaders must be able to conceptualize the entire business function of the organization and take

it into account in the decision-making process. Research had shown that there is a positive correlation between effective organizational leadership and upholding a sustainable competitive advantage and superior organizational performance. (Sharma et al., 2023, Mahdi & Almsafir, 2014; Al-Zoubi, 2012). The need for effective organizational leadership has been exacerbated due to several factors, such as the rise in globalization and technological advancement, which have raised uncertainty in the global market and economy. Effective organizational leadership is needed to not only to lead the organization during these uncertain periods but also to create an organizational structure and culture to hedge against this uncertainty. In this report, theories regarding leadership and case study of two Apple Inc. leaders will be discussed and critically evaluated.

## **Section 2: Theories Relating to Leaderships Styles and Traits**

### **Section 2.1: Traits Theories**

Firstly, the Traits theory will be discussed. This theory was pioneered by Gordon Allport (1937), who explains that the individual's personality traits influence how the individual responds in certain situations. These personality traits are the manifestation of the individual's habitual behaviour, thoughts, and emotions, and they influence how the individual responds to certain situations. Allport believed that most people do not have a cardinal (dominant) trait in which one traits dominates and defines a person, but most people have five to ten traits that defines their personality (Novikova, 2013). In the context of leadership, the traits theories approach towards leadership implies that all leaders inherently possess innate characteristics, which makes them a good fit for a leader. Gardner (1989) stated that intelligence, need for achievement, trustworthiness, and decisiveness are good proxies in determining a successful leader.

However, it is essential to note that several studies have expressed scepticism with the view of trait theory towards leadership. The earliest note on scepticism towards this theory was in a study conducted by Stogdill (1948), in which he noted that leadership effectiveness is not simply defined through a specific set of traits. Instead, it is the functions of the leaders' characteristics that align with the characteristics, activities, and goals of their followers. In the

context of a contemporary organisation, recent scholars' interpretation and usage of the trait theory of leadership have diverged from the ideology of personality traits alone to determine leadership effectiveness and identify which personality traits are positively attributed to leadership prowess. Recent scholars acknowledge that personality traits are one of the factors that determine leadership effectiveness rather than treating personality traits as a direct equation of leadership success (Fleenor, 2006). This can be seen in Norman's (1963) Five-Factor Theory of Personality, which most contemporary researchers subscribe to. Although the concept of this theory is based on the trait theory, it defines most people as possessing five dimensions, and each of the dimensions signifies how well the leader handles certain situations under specific circumstances.

## Section 2.2: Leadership Style

Northouse (2018) describes leadership style as how leaders exhibit their leadership, lead, and interact with their followers. Ambaile et al. (2004), Panuwatwanich et al. (2008), and Eckardt et al. (2021) explain that although each leader will have different preferences towards different leadership styles, it is essential for leaders to consider the impact of the leadership style chosen towards innovation and creativity of its followers. Lewin (1939) first proposed the three core leadership styles, which include autocratic, democratic, and laissez-faire leadership styles. Autocratic leadership entails the leadership style in which only the leader takes control of the decision-making process while directing their followers in their course of action. Democratic

leadership style entails that the leader involves the input from their followers in the decision-making process while guiding their followers rather than directing them. The laissez-faire leadership style entails that the leader does not provide guidance or direction for their followers and allows them the freedom to achieve the goal set out by the leader. Recent scholars have further developed the three leadership styles first proposed by Lewin and suggested the transactional and transformational leadership styles. Transactional leadership style suggests that the relationship between leaders and followers are based on the values in which both can provide one another and is based on self-interest (Weber, 1947). On the other hand, transformational leadership style entails the leaders' emphasis on creativity and innovation, and leaders do so by inspiring and encouraging its followers while providing vision of the objective (Wipulanusat et al., 2017; Pasamar et al., 2019).

In the context of 21st-century contemporary organizational leadership, different styles and approaches towards leadership should be critically evaluated and expanded upon by the organizational leader to appropriately apply these leadership theories in the dynamic and complex nature of the modern organizational environment. Based on the interpretation of the leadership style above, it can be implied that different situations may call for different leadership styles. For example, autocratic leadership may be more effective when quick decision-making is required. However, it should be noted that the democratic leadership styles are closely aligned with a modern contemporary view of inclusivity and employee empowerment. Researchers such as Sposato et al. (2015) have highlighted the importance of

inclusivity and diversification in the workplace. Furthermore, as researchers agree that the innovation capabilities of a business are closely related to the survivability and sustainability of a business (Ortiz-Villajos & Sotoca, 2018; Hanaysha et al., 2022), business leaders may consider the option of transformational leadership styles to guide and build a strong culture of innovation and creativity within the organization. In short, none of the leadership styles are inherently better than the other, and leaders should adopt the appropriate leadership styles that best fit the goal of the organization and its followers.

### **Section 3: Case Example on Apple's Leader**

In this section, the types and styles of leadership will be further examined through the examples of real-world successful leaders. This report used two leaders from the same company, Steve Jobs and Tim Cook.

#### **Section 3.1: Steve Jobs's Leadership Style**



Image 1: Steve Jobs announcing first iPhone in 2007 (Miller, 2022).

Firstly, this report will discuss Steve Jobs's leadership style. He was widely regarded as the pioneer of personal computing, and the company that he founded and cofounded revolutionised the technology industry, notably Apple Inc. and NeXT. Jobs personality was famously quoted as being impatient, tough and assertive towards people around him and pushed his passion for perfection towards his co-workers and employees. His employees also viewed Jobs as Tyrant,

a borderline sociopath, in which yelling and screaming at employees were common. This ultimately resulted in him being forced out of Apple after a power struggle with then-CEO John Sculley (Rahman, 2023). Jobs's leadership style is often quoted as an authoritative, transformative leadership style (Van, 2023; Kaleem et al., 2016; Steinwart & Zigler, 2014). An example of this can be seen when Jobs was deeply bothered by the fact that the Macintosh operating system had a long bootup time and complained about the problem to Larry Kenyon, an engineer working for Apple Inc. at the time. Kenyon attempted to explain several places he thought he could improve. However, Jobs disregarded his comment and explained to Kenyon that if 5 million users were using the Macintosh operating system and if they could shorten the bootup time by 10 seconds, it would be the equivalent of saving the time of several lifetimes. After a few weeks, Kenyon was able to shorten the bootup time by 28 seconds. (Hertzfeld, 1983) Isaacson (2012) described this characteristic of Jobs as "reality bending" as it is able to push his followers to achieve feats that would have previously been thought to be impossible.

There are many more examples and stories that highlight the authoritativeness of Jobs and his strive to achieve perfection. Jobs gave clear, simple, directional orders for their followers on this path to create his vision of perfection. He set a high expectation and he expected his followers to achieve regardless of whether it was seen as impossible at the time. He had created an intellectually stimulating working environment that encouraged his followers to grow by pushing their limits. Although this leadership style is often viewed as

abuse and bullying, it is undeniable that this trait has allowed its followers to achieve extraordinary feats. This combination of leadership styles allowed Jobs to achieve extraordinary results and drove Apple Inc. to be the technology giant of its time, which has lasted even to this day. It is important to note that Jobs pushing his followers beyond their limits through authoritative means requires a unique working environment in which followers thrive under high pressure due to Jobs's expectation of followers to achieve his vision regardless of the input of followers.

### Section 3.2: Tim Cook Leadership Style



Image 2: Tim Cook visiting Jakarta in 2024. (Reuters, 2024)

This section of the report will discuss and contrast the differences in leadership styles of Tim Cook and Steve Jobs. Tim Cook is the current Chief Executive Officer (CEO) of Apple Inc. and started this position in 2011, succeeding Steve Jobs. Prior to taking on the role of CEO, he was the Chief Operating Officer of Apple Inc. (Apple, n.d.). It is often said that under Tim Cook's leadership, the company did not have as many innovative and creative products compared to Steve Jobs's era as many of Steve Jobs's innovative products for its time, such as the iPhone, iPad, MacBook, and iTunes created during Steve Jobs time. (Finkle & Mallin, 2010). According to Zervas (2021), Cook focused on improving and expanding Apple's current product line with little innovation, such as the Apple watch. In 2016, Apple had first noted a decrease in sales since its creation which was due to lack of innovative products introduced by

the company. In addition, Apple had also faced significant legal challenges following the tragic incident of the San Bernardino shooting in December 2015 (Drew, 2016). In this incident, Apple was asked to unlock the deceased suspect's iPhone by the Federal court. However, Apple refused to comply, as Tim Cook mentioned that the company heavily emphasised protecting its users' privacy. If the company loses control over protecting its users' data, it will put every user's privacy and safety at risk (Perry, 2016). This event was unprecedented for Apple and any company of its size in the technology industry. Tim Cook's decision to refuse to cooperate with the Federal Bureau of Investigation and uphold the company's ethical standards positively impacted the company as individualism and privacy protection are highly regarded in countries such as the United States (Načinović Braje et al., 2019).

The biggest difference between Cooks and Jobs leadership style is that while Steve Jobs's leadership style can be described as an Autocratic, visionary leadership style, Tim Cook's leadership style can be defined as a democratic, empathic and ethical leadership style. This can be seen when Tim Cook expressed his view towards listening and being open towards different opinions. This can be seen in a podcast with Tim Cook, where he expressed that discussion and exchange of ideas will result in a more productive and higher quality idea. (BBC Sounds, 2023) In addition, in a commencement ceremony at Gallaudet University, Tim Cook stated that he believes the decision-making process based on the personal moral compass is the best way to achieve success in an individual's personal and professional life. He further

explains that he believes that by doing so, you will be able to closely follow who you are, which will help find more satisfaction in your professional life (Sauer, 2022). This is a major difference between Cook's and Job's leadership styles. While Steve Jobs's leadership style led the company to achieve a high level of innovation and set new standards for technology, Tim Cook's had led Apple Inc. to grow from USD 376.3 billion in market cap in 2011, to USD 3.29 trillion in market cap in 2024 (Stock Analysis, n.d.). Tim Cook's leadership style closely reflects the current social trend of inclusivity, where multiple researchers such as Zallio and Clackson (2021), McCarthy et al. (2023) and Randel (2023) have highlighted the rise in demand for inclusivity in the workplace as it is directly correlated with performance, wellbeing, and efficiency of an organisation.

#### **Section 4: Critical Evaluation and Conclusion**

Although both leaders led the same company, both utilised vastly different approaches to leading the company. Both leaders have their merits and drawbacks. While Jobs was innovative-centric, Cook focused on expanding the company into the multi-trillion-dollar company it is today. It should be noted that Steve Jobs's unorthodox way achieved superior innovation using autocratic leadership is in contrast of current literature. As noted in research by Costa et al. (2023), autocratic and transactional leadership harms innovation. In the case of Steve Jobs, it is the author's opinion that he achieved such a level of innovation because he was a beacon of innovation for the company, instructing his followers to follow his path to achieve his vision of the future. This method of leadership closely resembles his traits of assertiveness and relentless spirit in achieving his idea of perfection. In contrast, Tim Cook's leadership style closely resembles the modern ethical standards of inclusivity as he portrays himself as an ethical and compassionate leader. As explained by Majczyk (2017), the dynamic nature of the modern business environment calls for an active management of a leader's image, which is crucial to ensure the success of a business, and the image of a leader is determined by societal expectations towards the leader. The author of this report infers that the result of Tim Cook's expansion of Apple into a multi-trillion-dollar company is not only due to his leadership prowess, but also careful management of his image as it serves as the current face of Apple Inc, while Steve Job infamous harsh leadership style will be heavily frowned upon in today's society.

In conclusion, this report discusses the theories and styles related to leadership. The leadership theories and styles discussed were referenced in discussing the two leaders of Apple Inc. Based on the report, a leader's traits influence which leadership styles a leader might adopt. There is no consistent definition of Steve Jobs's leadership style, as some scholars define it as autocratic transformative, while some describe his leadership style as visionary. On the other hand, Tim Cook is widely recognised as a democratic, empathetic leader because he publicly voiced his opinion on leadership. This author believes that one of the most crucial roles of a leader is not just simply choosing what styles he or she may use. However, it is essential to adopt their own traits dynamically to find a suitable leadership style that best fits the goals and characteristics of their followers in order to achieve organisational results.

## **Section 5: References**

Allport, G. W. (1937). *Personality: A psychological interpretation*.

Al-Zoubi, M. R. (2012). Leadership competencies and competitive advantage: Empirical study on Jordan telecommunications. *European Journal of Business and Management*, 4(7), 234-247.

Apple. (n.d.). Apple Leadership - Tim Cook. Apple (Malaysia).  
<https://www.apple.com/my/leadership/tim-cook/>

Azad, N., Anderson Jr, H. G., Brooks, A., Garza, O., O'Neil, C., Stutz, M. M., & Sobotka, J. L. (2017). Leadership and management are one and the same. *American journal of pharmaceutical education*, 81(6), 102.

BBC Sounds. (2023, November 17). Apple CEO Tim Cook on what it takes to run the world's largest company | Dua Lipa: At Your Service [Video]. YouTube.  
<https://www.youtube.com/watch?v=JXQYO8poXC8>

Bryman, A. (1992). Charisma and leadership in organizations.

Costa, J., Pádua, M., & Moreira, A. C. (2023). Leadership styles and innovation management: What is the role of human capital?. *Administrative Sciences*, 13(2), 47.

Drew, R. (2016). Apple's Tim Cook fights order to share San Bernardino shooter's iPhone info. *syracuse.com*, 17(2).

- Eckardt, R., Tsai, C. Y., Dionne, S. D., Dunne, D., Spain, S. M., Park, J. W., ... & Kim, E. I. (2021). Human capital resource emergence and leadership. *Journal of Organizational Behavior*, 42(2), 269-295.
- Finkle, T. A., & Mallin, M. L. (2010). STEVE JOBS AND APPLE, INC. *Journal of the International Academy for Case Studies*, 16(7), 31.
- Fleenor, J. W. (2006). Trait approach to leadership. *Psychology*, 37(1), 651-665.
- Gardner, J. W. (1989). Leadership: Attributes and context. *NASSP Bulletin*, 73(514), 58-58.
- Hanaysha, J. R., Al-Shaikh, M. E., Joghee, S., & Alzoubi, H. M. (2022). Impact of innovation capabilities on business sustainability in small and medium enterprises. *FIIB Business Review*, 11(1), 67-78.
- Hertzfeld, A. (1983, August). Folklore.org: Saving lives. FOLKLORE. [https://www.folklore.org/Saving\\_Lives.html](https://www.folklore.org/Saving_Lives.html)
- Isaacson, W. (2012). The real leadership lessons of Steve Jobs. *Harvard business review*, 90(4), 92-102.
- Kaleem, Y., Asad, S., & Khan, H. (2016). Leadership styles & using appropriate styles in different circumstances. Sir Syed University of Engineering and Technology, Karachi-Pakistan.
- Kumle, J., & Kelly, N. J. (1999). Leadership versus management. *Supervision*, 61(4), 8-10.

- Lewin, K. (1939). Field theory and experiment in social psychology: Concepts and methods. *American journal of sociology*, 44(6), 868-896.
- Liphadzi, M., Aigbavboa, C. O., & Thwala, W. D. (2017). A theoretical perspective on the difference between leadership and management. *Procedia engineering*, 196, 478-482.
- Mahdi, O. R., & Almsafir, M. K. (2014). The role of strategic leadership in building sustainable competitive advantage in the academic environment. *Procedia-Social and Behavioral Sciences*, 129, 289-296.
- Majczyk, J. (2017, September). Image Consumption of People Perceived As Leaders. In *International Conference on Transformations and Innovations in Management (ICTIM 2017)* (pp. 377-395). Atlantis Press.
- McCarthy, J., Bosak, J., Cleveland, J. N., & Parry, E. (2023). Diversity and inclusion. In *The Future of Work: Challenges and Prospects for Organisations, Jobs and Workers* (pp. 97-109). Cham: Springer International Publishing.
- Miller, C. (2022, January 10). 15 years of iPhone: Rewatch the original Steve Jobs keynote announcing the iPhone - 9to5Mac. 9to5Mac. <https://9to5mac.com/2022/01/09/steve-jobs-original-iphone-announcement-15-years/>
- Načinović Braje, I., Klindžić, M., & Galetić, L. (2019). The role of individual variable pay in a collectivistic culture society: An evaluation. *Economic research-Ekonomska istraživanja*, 32(1), 1352-1372.

- Norman, W. T. (1963). Toward an adequate taxonomy of personality attributes: Replicated factor structure in peer nomination personality ratings. *The journal of abnormal and social psychology*, 66(6), 574.
- Northouse, P. G. (2021). *Leadership: Theory and practice*. Sage publications.
- Novikova, I. A. (2013). Big Five (the five-factor model and the five-factor theory). *The encyclopedia of cross-cultural psychology*, 1(3).
- Ortiz-Villajos, J. M., & Sotoca, S. (2018). Innovation and business survival: A long-term approach. *Research policy*, 47(8), 1418-1436.
- Panuwatwanich, K., Stewart, R. A., & Mohamed, S. (2008). The role of climate for innovation in enhancing business performance: The case of design firms. *Engineering, Construction and Architectural Management*, 15(5), 407-422.
- Pasamar, S., Diaz-Fernandez, M., & de La Rosa-Navarro, M. D. (2019). Human capital: the link between leadership and organizational learning. *European journal of management and business economics*, 28(1), 25-51.
- Perry, S. (2016). *Tim Cook, a Case Study on the Effects of. s.l., The SANS Institute*
- Petro, G. (2021, December 10). At its Core, Apple Is No Longer Innovative. *Forbes*.  
<https://www.forbes.com/sites/gregpetro/2019/06/07/at-its-core-apple-is-no-longer-innovative/>

Rahman, S. M. M. (2023, May 29). Steve Jobs was a frighteningly cold maniacal tyrant.

Medium. <https://medium.com/mind-cafe/steve-jobs-was-a-frighteningly-cold-maniacal-tyrant-2a60176d739c>

Randel, A. E. (2023). Inclusion in the workplace: A review and research agenda. *Group & Organization Management*, 10596011231175578.

Reuters. (2024, April 17). Apple CEO says it is considering a manufacturing facility in Indonesia. Reuters. <https://www.reuters.com/technology/apple-ceo-says-looking-into-possibility-building-manufacturing-facility-2024-04-17/>

Sauer, M. (2022, June 21). Apple CEO Tim Cook recommends this decision-making tactic above all others: “Your success will be sweetened.” CNBC. <https://www.cnbc.com/2022/06/21/tim-cook-this-decision-making-metric-is-best-way-to-find-success.html>

Scott, D. (2022, February 1). Plato on leadership. [classicsforall.org.uk](https://classicsforall.org.uk). <https://classicsforall.org.uk/reading-room/ad-familiares/plato-leadership>

Sharma, I., Dhiman, R., & Srivastava, V. (2023). *Effective Leadership and Organization’s Market Success*. Taylor & Francis.

Sposato, M., Feeke, S., Anderson-Walsh, P., & Spencer, L. (2015). Diversity, inclusion and the workplace-equality index: The ingredients for organizational success. *Human Resource Management International Digest*, 23(5), 16-17.

- Steinwart, M. C., & Ziegler, J. A. (2014). Remembering Apple CEO Steve Jobs as a “transformational leader”: Implications for pedagogy. *Journal of Leadership Education*, 13(2), 52-66.
- Stock Analysis. (n.d.). Apple (AAPL) market Cap & Net Worth - Stock analysis. <https://stockanalysis.com/stocks/aapl/market-cap/>
- Stogdill, R. M. (1948). Personal factors associated with leadership: A survey of the literature. *The Journal of psychology*, 25(1), 35-71.
- Toor, S. U. R., & Ofori, G. (2008). Leadership versus management: How they are different, and why. *Leadership and Management in Engineering*, 8(2), 61-71.
- Wajdi, B. N. (2017). The differences between management and leadership. *Sinergi: Jurnal Ilmiah Ilmu Manajemen*, 7(1).
- Weber, M. (2009). *The theory of social and economic organization*. Simon and Schuster.
- Wipulanusat, W., Panuwatwanich, K., & Stewart, R. A. (2017). Exploring leadership styles for innovation: an exploratory factor analysis. *Engineering Management in Production and Services*, 9(1), 7-17.
- Yukl, G. (2013). *Leadership in organizations* 8th ed.
- Zaleznik, A. (2004). Managers and leaders. *Harvard business review*, 1.

Zallio, M., & Clarkson, P. J. (2021). Inclusion, diversity, equity and accessibility in the built environment: A study of architectural design practice. *Building and Environment*, 206, 108352.

Zervas, Spyros. (2021). Change in Leadership of Apple Inc. From Steve Jobs to Tim Cook.