

CASE STUDY

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1.0 Introduction

The process of leading or encouraging the people to work towards the objective by keeping them in a single army or team is the character of a leader. This character defines the way an organisation or a nation will operate. Neither the motivation nor the bossy attitude develops a nation, but the encouragement to work makes up better and bright futures. This same phenomenon was seen in the blueprint of Apple Inc. that was designed by Steve Jobs in 1976. This case study is the analysis of strategic leadership and their role in business development with the review of the leadership quality of Steve Jobs from Apple Inc.

2.0 Background of Apple and Justification of Steve Jobs

2.1 Apple Inc.

Formerly known as Apple Computer Company, this company was started in 1976 by three business partners namely Steve Jobs, Steve Wozniak, and Ronald Wayne. This is an American multinational technology company that is specialised in electronics, software and online services which have helped them to earn revenue up to \$ 274.5 billion in 2020. Currently, the company's products are Macintosh, iPod, iPhone, iPad, Apple Watch, Apple TV, HomePod, Software, and electric vehicles. Other than this, the strategic governance of Apple Inc. has developed a range of practices that have made the business grow to a higher extent.

2.2 Steve Jobs as a business leader

Steve Jobs was an American business magnate and previous chief executive officer (CEO) of Apple Inc. He was not only the co-founder of Apple Inc., but He was also a pioneer who led a revolution in the generation of personal computers with the invention of Apple 1 in 1976. After this, his innovation took new paths from Apple II to iPad in 2011. The viewpoint of Steve Jobs was much more than the present condition. The only thing that inspired Steve Jobs was that he always wanted to build a computer that can be used for the rest of the population. This customer-centred service

mentality has always developed new principles and potential that make him an actual business leader.

3.0 Meaning of Strategic Leadership

In general terms, leadership is defined as the process to encourage and help others in order to work for achieving their objectives. Moreover, it is important to build up a relationship between two people where one is influenced and the other is working intentionally. On the other hand, the classical approach or autocratic leadership style was totally different from this and they were concerned to make decisions and not consult with each other. However, Steve Jobs always focused on living within the autocratic leadership style (Heracleous and Klaering, 2017). He had a great eye for perfection and always tried to live with like-minded people to focus on each perfect detail. Besides this democratic leadership style is also a part of strategic leadership that is made to encourage decisions in the organisation. Thus, a strategic leader needs to align with the employees and the staff of the organisation to develop the future.

3.1 Importance of Strategic Leadership in Apple Inc.

The need and importance of strategic leadership are based on changing the trajectory of any organisation. This determines that a leader takes his position from a default future to lead the path of the organisation to a new and improved future. This is the process that mainly involves the developing strategy and the executing strategy that is commonly seen in the acts of Steve Jobs either in Apple Inc or at Pixar (Yoffie and Cusumano, 2021). Moreover, strategic leaders are even referred to as the focal point for the development of organisational learning. They initiate and promote a culture of inquiry and drive out the lessons for both the successful and unsuccessful outcomes.

The strategies in Apple Inc. are not like other companies, and the leadership of Steve Jobs has followed a pathway of a legendary comeback from failure to a brand name of its own. Strategic leadership in Apple was very important as it helped them to develop a corporate culture and human capital. Employees of Apple Inc. are the capital resource based on which the actual investment is made. However, the competitive and globalised field requires a sustainable strategy that can

provide credibility, trust, respect and administration. These are the actual sources provided by the strategic leadership to any organisation that gives it a unique texture to grow.

Steve Jobs was one such leader who always focused on the decision to improvise what the people actually needed. This leadership style was highly important to prove themselves a bit different from the generalised market in computer and information technology. Moreover, this strategic leadership was highly important to build up trust and reputation in the market. Trust is the willingness where a person or group has faith in the brand. In this view, 75% of the people mainly trust the Apple brands due to privacy, technological development and customer preview (Siegrist and Hartmann, 2020). This trustworthiness is highly important for the growth of the business that is achieved with the help of strategic leadership. Hence, strategic leadership is highly important in any organisation. This is evident with the growth of Apple Inc. and the leadership of Steve Jobs.

4.0 Role of Steve Jobs in Strategic Development

A leader is an essential part of an organisation that plays an important role to shape the organisation (Warrick, 2017). The role of Steve Jobs was focused on charting the organisations he worked in with the development of Vision, Mission, objectives and strategy. Vision is an ideal tool that determines the future on which the organisation will strive. Focusing on this tool, Steve Jobs' vision was crystal clear to build such tools or technology that can amplify the abilities of humans. This vision was boundary-less and hence, he used the term tool to coin his vision and not computers. In this prospect, Apple was able to build iPod, iPhone, and iTunes and not only the computers. On the other hand, the mission of Steve Jobs to build what people need to be made him extraordinary in this field of technology.

Steve Jobs focused on the era of personal computing that can give access to each individual about the way they want to use the computers (Nooney *et al.*, 2020). This role of Steve Jobs was highly appreciated with the fact that he was regarded as the true creator of the change in this world. This was the mission of Steve Jobs for Apple Inc and he always had a mission to make tools that can make humankind more advanced.

The objective is another trait that describes the way any company will try to fulfil its mission. Apple develops a tight timeframe for each product that is stellar and magnificent. This objective is

directly related to the mission based on which Steve Jobs started to develop its product within a tight timeframe. Moreover, he developed an entire ecosystem of suppliers that make a route of the business operations. Similarly, these roles of the leader develop the organisation to new strength that is essential in management.

5.0 Exercise of Leadership power and influence

The roles and importance of the strategic leader focus on the exercise of power and its influence. Here, the power of leaders mainly focuses on making new strategies that involve various people with different power such as Steve Jobs was the CEO and had the ultimate responsibility to lead and make strategic decisions for Apple Inc (Gupta *et al.*, 2019). The power needs to be exercised with proper scenarios and discussion that needs to focus on shaping entails the development of vision, mission, and a set of values. In addition to this, setting objectives that can measure performance and progress, craft strategy, execute the chosen strategy and then monitor the development is the way to execute the powers of a leader. The execution of the power provides a vision that gives direction on which the organisation will go. Steve Jobs executed his power in an autocratic manner with perfection to motivate and develop perfect and marvellous personal tools for each customer. However, the power executed by Steve Jobs needed an alternative strategy that can help to manage any risk during the proper execution (Yoffie and Cusumano, 2021). Thus, while executing any power, the leaders need to effectively interact with others, promote innovation and learning, and show team spirit to make the work complete with perfection.

6.0 Importance of ethics, values and corporate social responsibility focused by Steve Jobs

Ethics are the guiding principle, values, and beliefs that are used by the people in order to analyse or interpret any situation to decide the appropriate way to behave. This nature of ethics or the ethical dilemma is an essential part of a leader that makes him aware of the activity and their response pathways. The ethics develop responsibility that was a character of Steve Jobs in Apple as he used to give adequate attention to each detail of any project (Savvina and Maximova, 2018). Ethics and values are highly important as it helps to make decisions and justify rules for the

betterment of the organisation and its future. Moreover, the ethical work model is important to develop trust and responsibility for the leaders and business within the stakeholder and the market respectively.

Corporate social responsibility is the connecting passage that bridges up with the people and the company. Here, the managers or the leaders need to be responsible for the financial capital and its total usage. In order to focus on this, the leaders can develop better human resources that can increase performance and financial capital. CSR or corporate social responsibility is the act that drives the attention of people towards the company that can help them to arrange new resources and better performance (Zaman and Nadeem, 2019). So, ethics, values, and corporate social responsibility are important to enhance the business performance that was truly an identity of Steve Jobs.

On the other hand, it is also important to address the changes that are occurring in the ethical sense over time. However, the leaders must confront their response and decide the activity that can be promoted for the given incident (Kapoutsis and Lampaki, 2021). Moreover, the ethics, values, and responsibility make a manager responsible to execute his act and response related to the increment of the business performance. Thus, these are highly essential for any leader in order to execute all his powers in the organisation.

7.0 Leadership and Sustainability concepts and Trends

In the current scenario, Tim Cook is the leader of Apple Inc, although he fits with the actions decided by Steve Jobs in 2011. This sustainability of long-term objective even if he died determines the actual leadership quality. However, the trends have changed from 2011 to 2021, and this demands different sustainability and leadership patterns. Although strategic level investigations are essential for the adoption of sustainability efforts; but, the relationship between motivation and sustainability is determined by the effort of intellectual leadership. On the other hand, the development of the relationship between business and society makes up the total value of trends (Bergman *et al.*, 2017). Thus, Steve Jobs ideology was fixed for any product for a fixed timeframe as the trend will change with the demand of new trends in the society.

8.0 Conclusion

At the end of the overall discussion, this case study concludes that the way Steve Jobs executed his leadership has developed a company, a brand marvellous for each individual. He focused on the development of Apple Inc. from zero to a trillion company. This success is only derived from the correlation of leadership styles, ethics, values, responsibility and roles. This case study analyses each section that is important for leaders and the way these can develop a better performance for the organisation. Other than this, a critical review is presented that adjusted the autocratic and the democratic leadership styles for Steve Jobs.

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