

Business Management Essay

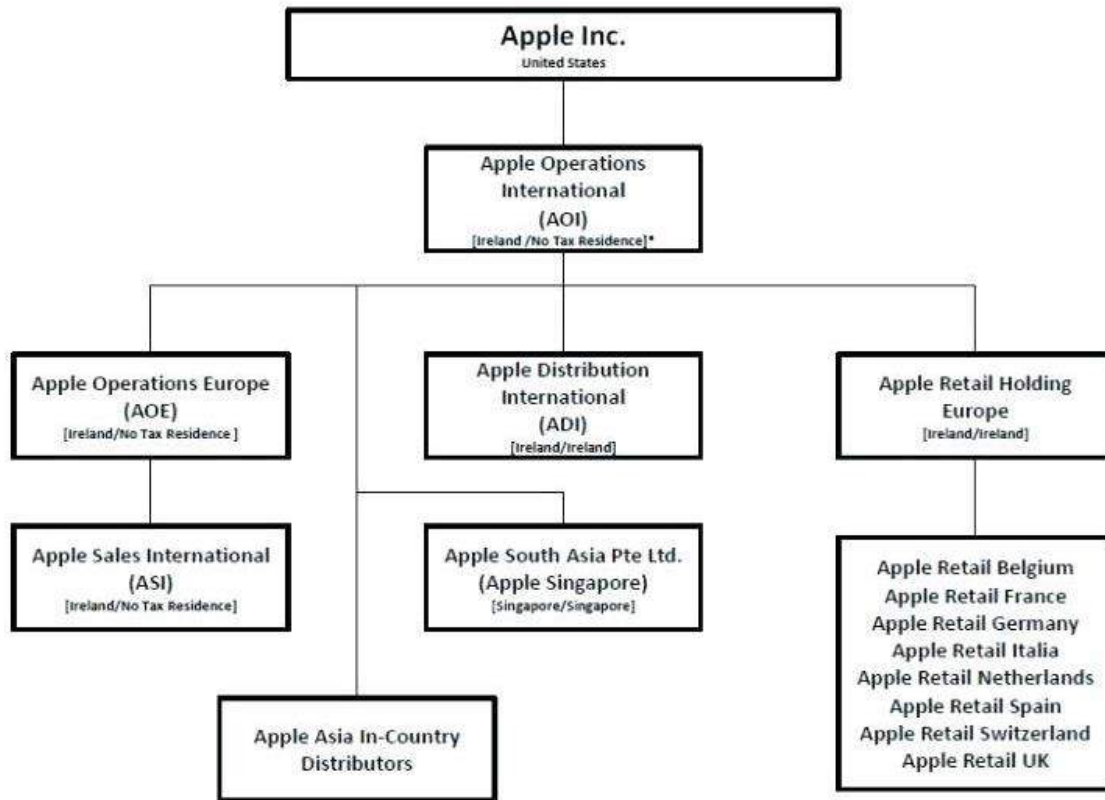
Business Management

There are several examples of the organisations that are playing a prominent role in the business environment as well as in the society. The reason of their influence may be due to their organisational structure regardless of the fact that what they have done for their stakeholders; however, stakeholders of the company even include their employees and consumers and organisations. According to Freeman (2010), an organisation shall operate within close compliance with their stakeholders in order to gain a strategic advantage over the competitors. This essay will focus on the differences between the typical management and leadership management techniques. In addition to this, the relation of the management with planning will also be accessed along with the assessment of recent public relation events held by Apple.

All the organisations that are famous for being in a commendable position in the business environment are known for their revolutionary leaders. A manager in an organisation is an individual who has the authority as well as accountability for handling the issues that could creep in the operational process; however, if the manager is also a good leader, he may as well use the negative situation to benefit the organisation (Gladwin et al, 1995). The role of a leader is not limited to the management of the operations of the origination but also supporting the staff he/she is leading. It can be stated that good managers are still easy to find but good leaders are not. Referring to the statement made above, whilst a manager is having people who work for them, leaders are having individuals who follow them. In addition to this, the leaders tend to eliminate the concept of subordinates as seen in the case of Apple. According to Dudovskiy (2018), the real reason for Apple to be at the top of their constituent of the business environment is the mixed approach of operational management and autocratic leadership style. While handling the bigger operations, the revolutionary Apple leader Steve Jobs also micromanaged a wide range of business operations in a way that it was made sure everything passes through him. However, even a better approach was adopted under the leadership of the correct CEO of Apple who adopted inspirational leadership. Tim Cook procured several steps such as introducing CSR activities and carrying out events in the organisation solely for the purpose of rewarding and inspiring his subordinates. However, while Steve Jobs was also a better manager, Tim Cook has proved to be a better leader. Referring to the previous statement, most of the product lines were a bestseller under the leadership of Steve Jobs because of the pressure he created in the organisation; while Tim

Cook managed to launch new product lines but most of them did not manage to gross enough sales to be considered as the best sellers. The current leadership style of Apple has been criticised for the lack of diversity and flexibility. According to Lunenburg (2011), there are major differences in the key elements of both leadership and management which make the process of their merger difficult; for instance, the process of goal setting as a leader is an articulation of a vision whereas as a manager, it is a mere execution of plans. Lunenburg (2011) also stated that a manager merely controls the employees of the organisation whilst a leader empowers and motivates them to be more efficient. The employee relations are reasonably better in the leadership approach because of the element of informality and direct communication. The employees tend to follow the chain of command in the case of managers which creates the issues in the process of decision making whereas a team under an efficient leader quickly takes better decisions and exploit the opportunities in the business environment. According to the analysis carried out above, it can be stated that leadership and management are two different concepts. However, if a leader also possesses good managerial skills, then it would be easier to transform his vision into action because of the successful implementation and appropriate execution. This can be observed in the relatively stable domesticated originations around the globe while Apple being the focal example of the same (Lunenburg et al, 2010). Everything boils down to a simple conclusion that while being theoretically different, the integration of both the constituents can generate exceptional results. Lunenburg (2011: 3) summed up the upshot simply by stating that “*Organizations need strong leadership and strong management for optimal effectiveness*”.

The role of organisational structure is not limited to the establishment of the chain of command or creation of rigidity and promptness in the employees of the company. Nonetheless, it ensures that the operations and growth of the company are going in the right direction with the ample flexibility to tackle the upcoming threats in the market. A similar instance has taken place in Apple recently with the change in its organisational structure which will provide the organisation with immense flexibility and potentially enhanced effectiveness. According to Yarrow (2013), the software and hardware teams of Apple are working in collaboration with each other which could not be possible under the autocratic leadership of Steve Jobs. Though the organisational structure of the company is still the same, the leader through whom all the decisions are passing through has changed. As of now, there are two types of structures followed in the Apple i.e. Inshore and Offshore.



Source: US Senate Permanent Subcommittee On Investigations report.

Figure 1 Apple's Offshore Organisational Structure (Originated.info, n.d.)

Where the offshore organisational structure of Apple appears and operates like a generic organisation, the inshore organisational structure is even simpler. With Tim Cook in the middle, most of the decisions are made and sanctioned by him. According to Lawson and Samson (2001), Apple always showed the signs of becoming a giant in the constituent of its business environment. The collaborative approach along with the current business structure complied with the exceptional financial backup will help the organisation in reaching the decisions earlier. With the introduction of new approaches, Apple has seen the successfully launched new product lines and also improved the existing product range.

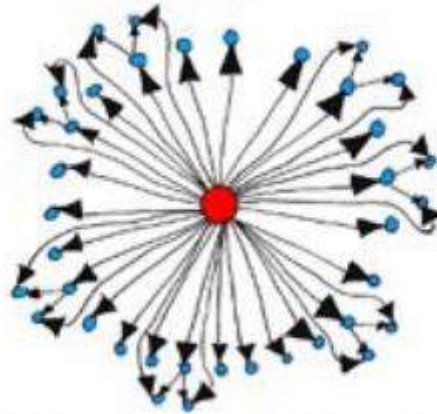


Figure 2 Inshore Organisational Structure of Apple (Yarrow, 2013)

As it can be seen in the aforementioned figure, every major decision has to flow through the CEO. So, it can be stated that the flow of the operations is directly proportional to the execution by the CEO of Apple. Steve being a rapt individual focussed upon one product at a time because of which the organisation faced several bottlenecks (Yarrow, 2013). On the contrary, Tim Cook tends to undertake several operations at the same time resulting in the diversification of the product line (Lashinsky, 2015). As the primary step of the management process includes Planning followed by organising and controlling, the management of each step becomes more important. For instance, Apple decides to launch a new product and initiates the planning process without the integration of all the concerned departments; it is likely that the product could take years before it successfully takes off. The management of the different departments while directing them in the right direction is the responsibility of a single individual in the case of Apple. According to Gladwin et al (1995), this process would be flexible and rigid at the same time as departments have to collaborate and follow the instructions given by the CEO properly. The process of market research is also important to ensure that the conditions of the business environment are appropriate for the launch. With the research being done, the process of segmentation is carried out; in the case of Apple, most of the products are for the high-income groups. At last, the execution of the Marketing Mix is carried out. This is only possible if the organisation is having appropriate public relations. According to CP Communications (n.d.), Apple has the most clever PR approach to launch their products i.e. by carrying out a separate launch event which usually creates a buzz on social media.

Focussing upon the constituent of the public relations, Apple is one of the best companies to carry out the same. The public Relations strategy of Apple is quite appropriate considering the nature of the products the company is selling. The products of Apple are usually

newsworthy and apart from the regular advertisement, the media channels also focus upon the new and intriguing element that Apple includes in their product. The upcoming products of Apple also create an appropriate social media audience by advertising through several platforms such as Facebook and Instagram. The creation of hype about the product helps the newly launched commodity of Apple to reach the growth section in the Product lifecycle. According to Tsai (n.d.), most of the products launched by Apple are usually adopted by the early majority of the consumers as they are sure about the quality of the product. As for the same reason, most of the newly launched products remain between the criteria of high profitability and mass market.



Figure 3 Apple products and other competitors on Roger's Bell Curve (Tsai, n.d.)

The recent event hosted by Apple was the World Wide Developers Conference 2018 (WWDC18) which is held every year in California. It is a specially held event in which Apple launch their new products or announces the launch of new software. As the organisation is known for the adaptive and innovative approach, IOS 12 was launched in the recent event that was held in the month of March of the current year. The event was considered to be a success as the software updates also included the up gradation of the Artificial Intelligence software owned by Apple which was long awaited. Apple can also be praised for including the features which are more of a necessity than a demonstration of an innovative approach.



Figure 4 Tim Cook at WWDC18

According to The Economic Times (2018), Apple has started listening to the demands of their consumers in order to ensure that the modifications are actually useful for the users dissimilar to the previous approach which focussed upon taking a step in a different direction from the competitors. While there were some genuine software modifications, mere facelifts to the existing applications were also to be seen. The prime fireback that Apple faces is the accusation of sugar-coating the simple up gradations into an extent that many media houses targeted Apple for the same. A similar incident happened after the launch of iPhone 7 plus when Apple claimed to be the first one using the Dual Camera technology but a Company named HTC did it before them. The company is also sued multiple times over the Dual Camera technology (Miller, 2017). Everything boils down to a simple fact that, while Apple is making true efforts to adopt the innovative approaches, they also need to admit their mistakes and shortcomings along with the avoidance of the sugar coating their products.

Conclusion

It can be stated that Apple is the shining example for the organisations which adopted complex organisational structures over the centralised approach integrated with the efficient leadership. In addition to this, an exceptional Public Relations approach also helped in establishing Apple in the highly competitive business environment. Recently, Apple also became more transparent and disclosed that the battery replacement will improve the performance of the product. In a nutshell, the company should operate on the basis of the integration of former and new approach in order to get the better of both. The organisational structure shall remain the same with the increased transparency and consumer service.

References

- Bolman, L.G. and Deal, T.E., 2017. Reframing organizations: Artistry, choice, and leadership. John Wiley & Sons.
- CP Communications., n.d. “Be like Apple and use clever PR to launch your new product” [Online] available from <https://publicrelationssydney.com.au/be-like-apple-and-use-clever-pr-to-launch-your-new-product/> [Accessed on 26 July 2018].
- Dudovskiy, J., 2018. “Apple Leadership – an Effective Leadership by Tim Cook that is Difficult to Sustain”, Research Methodology [Online] available from <https://research-methodology.net/apple-leadership-and-apple-organizational-structure/> [Accessed on 25 July 2018].
- Freeman, R.E., 2010. Strategic management: A stakeholder approach. Cambridge university press.
- Gladwin, T.N., Kennelly, J.J. and Krause, T.S., 1995. Shifting paradigms for sustainable development: Implications for management theory and research. Academy of management Review, 20(4), pp.874-907.
- Lashinsky, A (2015) “Apple’s Tim Cook leads different” Fortune [Online] Available from <http://fortune.com/2015/03/26/tim-cook/> [Accessed on 21 July 2018].
- Lawson, B. and Samson, D., 2001. Developing innovation capability in organisations: a dynamic capabilities approach. International journal of innovation management, 5(03), pp.377-400.
- Lunenburg, F.C., 2011. Leadership versus management: A key distinction—at least in theory. International Journal of Management, Business, and Administration, 14(1), pp.1-4.
- Lunenburg, F.C., Thompson, B. and Pagani, D., 2010. The multifactor leadership questionnaire (MLQ): Factor structure of an operational measure. In Annual Meeting of the American Educational Research Association. American Educational Research Association, Denver, CO.
- Miller, C., 2017. “Apple sued over dual-camera technology used in iPhone 7 Plus & iPhone 8 Plus”, 9to5Mac [Online] available from <https://9to5mac.com/2017/11/07/apple-sued-for-dual-camera-tech/> [Accessed on 28 July 2018].
- Official Website of Apple., “WWDC18” [Online] available from <https://www.apple.com/in/apple-events/> [Accessed on 25 July 2018].

- Originated.info (n.d.) “Apple Offshore Organisational Structure” [Online] Available from <http://originated.info/apple-company-organizational-chart/apple-organizational-structure-inc-hierarchy-chart/> [Accessed on 24 July 2018].
- Solomon, M.R., Dahl, D.W., White, K., Zaichkowsky, J.L. and Polegato, R., 2014. Consumer behavior: Buying, having, and being (Vol. 10). London: Pearson.
- The Economic Times., 2018. “WWDC18” [Online] available from <https://economictimes.indiatimes.com/magazines/panache/tech-and-gadgets/apple-wwdc-2018-live-updates/liveblog/64453435.cms> [Accessed on 27 July 2018].
- Tsai, E., n.d. “When to Adopt Social Media for Your Business?”, Design Damage [Online] available from <http://www.designdamage.com/when-to-adopt-social-media-for-your-business/#axzz5N0H0DwFn> [Accessed on 26 July 2018].
- Yarrow, J., 2013. “Apple’s New Organizational Structure Could Help It Move Faster”, Business Insider [Online] Available from <http://www.businessinsider.com/apples-new-organizational-structure-could-help-it-move-faster-2013-5> [Accessed on 22 July 2018].