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INTRODUCTION

Apple Inc. is a worldwide supplier of x Mobile communication and media devices x Desktop personal computers. Apple Inc. was formed in 1977 in California. x Music players on the go Apple also offers third-party digital apps, content, and networking solutions, as well as software, components, and services connected to its products. Mac, iPad, iPod, iPhone, Apple Watch, and Apple TV are among Apple's products and services. Competency management is a process that assesses, measures, evaluates, and improves the performance of employees on an individual and organisational level. Competency management may elevate a firm to new heights. Although this competency management method is managed by Human Resources, it requires buy-in and participation from all employees to be successful.

Relevance of the topic Apple Inc.'s organizational competence management is critical to the company's long-term success. The business philosophy, values, beliefs, and related behaviors of employees are established and maintained through the organizational or corporate culture of a corporation. This thesis research case demonstrates how Apple's corporate culture allows human resources to support a variety of strategic goals. The company's cultural qualities, for example, are matched with a desire to innovate, which is a key component in determining business competitiveness in the information technology, online services, and consumer electronics industries. This business condition promotes the achievement of Apple Inc.'s corporate mission and vision statements, thanks to the organizational culture.

The Purpose of the work core skill should theoretically allow a company to expand into new end markets while still providing a significant advantage to consumers. It should also be difficult for rivals to copy. Apple has a number of fundamental competencies. Apple's processes are however designed to allow for quick invention, which is vital to the organization's growth. This resource/capability enables the firm to sustain a high percentage of innovation, which is especially visible in physical products like the iPhone.

The objective of study is to critically analyze the organizational competence management of Apple company and propose improvements and recommendations on how to improve setbacks and help workforce planning to become better and more efficient company, carefully analyzing a project and assigning the best employees bases on their competencies.

The subject of study Apple is well known for its innovations in hardware, software, and services. Thanks to them, it grew from some 8,000 employees and \$7 billion in revenue in 1997, the year Steve Jobs returned, to 137,000 employees and \$260 billion in revenue in 2019. Much less well known are the organizational design and the associated leadership model that have played a crucial role in the company's innovation success.

Overview of the problem Apple's organizational competence management brings challenges because of the emphasis on secrecy and the moderate degree of combativeness. An atmosphere of secrecy limits rapport among workers. Also, moderate combativeness has the potential to limit or reduce employees' morale. These cultural issues can reduce business effectiveness and increase employee turnover. Apple Inc. can address this situation by modifying its organizational culture to reduce but not necessarily remove combativeness. Apple's structure is structured in such a way that it allows for tight management oversight. Theoretically, hierarchy gives top executives like Tim Cook complete control over the company. The CEO and other top executives' judgments effectively control company operations and product-based groupings through the hierarchy. This recommendation focuses on reducing the disadvantages of combativeness, without eliminating the benefits of combative approaches in the company. Apple's disadvantage is its lack of adaptability. Lower layers of the structure are often unable to respond flexibly to current company needs and market demands due to hierarchical structures.

Methodology analysis of the organization's personnel matters situation. Staff assessment is a unique instrument for analysis. Currently, the thesis gives a variety of approaches to Apple people assessment, which are incorporated in several models: a

rationalist (procedural) approach In this method, the most important factor is the efficacy of professional action. As a result, it is largely concerned with increasing staff efficiency via the rationalisation of their work processes. The theoretical provisions of Taylor F., Emerson G., Fayol A., and Weber M.'s work influenced the development of the procedural method. It was then improved by paying more attention to the professional-personal component of professionals' work.

SECTION 1. THEORETICAL ASPECTS OF ORGANIZATIONAL COMPETENCE MANAGEMENT OF APPLE

1.1 Essence of Organizational competence management of Apple

One of the primary aspects in Apple's success is its organizational structure. There will be eleven executives of departments reporting directly to Apple, Inc.'s CEO (Apple, Inc.). All departments headed by the Senior Vice Presidents of CFO, COO, Legal, Design, iOS software, Operations, Retail, Software Engineering, Product Marketing, and Global Communication report to Apple's CEO (Apple, Inc.). The company's structure approach is based on simplicity. There is no matrix relationship between top executives and departments, so their responsibilities are clear. The organization of Apple, Inc. plainly engages in centralized decision-making. Apple's CEO and board of directors, Inc. will “glue” all of their decisions together, and their decisions will be passed down the line to every corporate employee. There is no matrix relationship between top executives and departments, so their responsibilities are clear. The organization of Apple, Inc. plainly engages in centralized decision-making. Apple's CEO and board of directors, Inc. will “glue” all of their decisions together, and their decisions will be passed down the line to every corporate employee.

Apple's functional structure is unusual, if not unique, among large corporations. It contradicts popular management philosophy, which states that as businesses grow larger, they should be divided into divisions and business units. However, when decision rights are aligned with competence, something important is lost in the transfer to business units.

There are two sorts of organizational structures: formal and informal. Employees are directed to do things in a given way, obey commands from designated persons, and cooperate with one another through a formal structure. Formal organizational systems carry out coordinated and controlled actions inside complicated networks of technical relationships and cross-boundary exchanges. Formal structures, on the other hand, emerge in highly institutionalized environments in modern society. Meyer, J., and Rowan, B. (1977).

Apple's organizational structure incorporates elements of both formal and informal structures, but it can be recognized as a formal entity. The following organizational data support this argument:

It has a defined division of labor, horizontal and vertical differentiation, and span of control, according to organizational structure. The CEO has complete authority and makes all major decisions. The organization has clearly defined goals, as well as individual power, duty, and accountability. Furthermore, Apple is known for its secrecy, with few codified standards and procedures in place. This implies that the organization contains certain characteristics of the informal organizational features.

Organizational competencies are the skills that a company must possess in order to outperform and remain competitive in the marketplace. The competencies provide a set of anticipated behaviours, abilities, and attitudes that result in the organization's reliable performance. The competences of the organization's personnel are strongly reliant on structural competencies. Organizational competencies, in the broadest sense, are the skills that employees must display in order to be successful in their jobs, roles, functions, tasks, or responsibilities. These 'things' include (i) job-relevant behaviour (what employees say or do that leads to good or bad performance), (ii) motivation (how employees feel about their jobs, organizations, or geographic locations), and (iii) technical knowledge/skills (what employees know/demonstrate about facts, technologies, their professions, procedures, jobs, and thus the organization, etc.). Competencies are discovered via the examination of professions and roles. The word "competency" is usually defined as a combination of abilities, qualities, and behaviours that are directly linked to reliable performance on the job. They are required for all employees, regardless of their profession, function, or rank. An efficient organization maintains performance development capabilities in mind, allowing employees to match their individual performance with the company's values and strategy while maximizing individual performance in the pursuit of particular work-related goals and behaviours. Competencies in the Workplace

Satyendra is a character in the film Satyendra Communication, Competency, Client Focus, Determination, Diversity, Stress Management, Time Management, February 24, 2018 0 Comments

Competencies in the Workplace

Organizational competencies are the skills that a company must possess in order to outperform and remain competitive in the marketplace. The competencies provide a set of anticipated behaviours, abilities, and attitudes that contribute to the organization's success. The competences of the organization's workforce are strongly reliant on structure competencies.

In the broadest sense, organizational competencies are the "things" that employees must display in order to be successful in their job, position, function, task, or obligation. These 'things' include (i) job-relevant behaviour (what employees say or do that contributes to good or bad performance), (ii) motivation (how employees feel about their job, organization, or geographic location), and (iii) technical knowledge/skills (what employees know/demonstrate about facts, technologies, their professions, procedures, jobs, and thus the organization, etc.). The study of occupations and roles provides insight into competencies. The word "competency" is frequently defined as a collection of talents, qualities, and behaviours that are linked to successful performance on the job. They are required for all employees, regardless of their profession, function, or rank. An efficient organization maintains a focus on performance development capabilities that enable employees to connect their individual performance with the company's values and strategy while boosting individual performance in the pursuit of particular work-related goals and behaviours.

The three types of organizational competences are (i) core values, (ii) technical competencies, and (iii) core competencies. Core values are the common concepts and beliefs that make up the framework of the organization. These beliefs and ideals bind all structure employees together and guide their activities. Technical competences are the skills that are normally required to do a certain profession at various levels of employment.

The many domains of expertise related to the specific task dispersed across the company are covered by technical competence. The structural workers' technical abilities are at the heart of their profession. Job vacancy announcements specify the technical skills required to execute a certain job successfully. Core competencies are a set of skills that are required in all positions and that employees think contribute to the structure's overall performance. At the same time, the value of core competences will change depending on the specific work obligations and requirements. Competencies are used to evaluate an organization's performance. These metrics will be used to inform recruiting, promotion, and succession decisions, as well as coaching and development operations. Competency utilization has been a crucial success factor for firms enduring rapid and significant change.

When evaluating the competences, keep in mind that they make it easier to describe "how" work is completed (by partaking data, skills, and abilities). Competencies are one (very essential) aspect of work. They don't say anything about "what" gets done in terms of outcomes, responsibilities, deliverables, or explicit project goals. Competencies are used to plan, guide, and improve behaviour and performance. A firm may need a large number of competences in order to succeed. The purpose of the organization isn't to pick as many competencies as possible that can be applied to the company. The goal is to specialize in a range of skills (there is no magic number) as a competence framework / model, then narrow these skills down to a few to utilize in performance development/management. Once the few skills have been chosen, a good rule of thumb is to pick the few competencies that are required strengths (based on structural objectives) to rely on. Furthermore, there are a number of abilities that are organic processes in nature. This strikes a balance between strengths and the desires of the biological process. The majority of the skills are divided into three categories (Fig 1). These teams consist of I delivery-related capabilities, (ii) social competencies, and (iii) strategic capabilities.

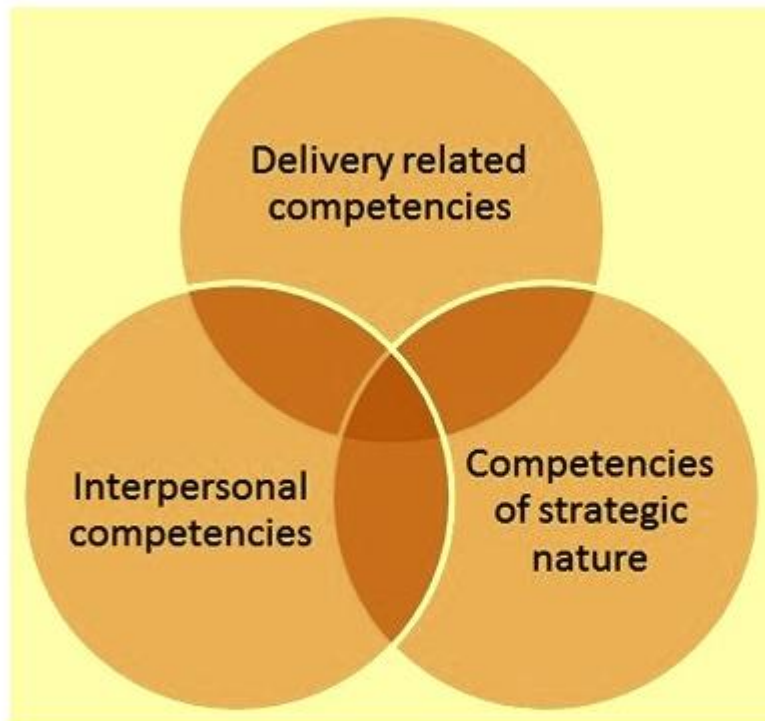


Fig 1 Three groups of competencies

The numerous types of competences are indicated in the diagram below.

Accountability - This skill exhibits accountability in all facets of one's job, accepts responsibility for one's words and deeds, and can be counted on in a methodical manner.

Adaptability — the ability to sustain effectiveness in the face of large changes in job duties or the workplace environment. It entails making successful adjustments to fit into changing work structures, procedures, demands, or cultures.

Aligning performance for satisfaction entails concentrating on and helping people toward achieving work goals.

Applied learning is the timely absorption and application of current job-related information.

Building a cohesive team – This talent include the use of proper methods and a diverse inter-personal approach to assist in the formation of a cohesive team that aids in the achievement of team objectives.

Building client loyalty - This competence implies that you can successfully address the needs of your customers. It entails cultivating fruitful customer connections as well as accepting responsibility for customer happiness and loyalty.

Building partnerships entails identifying opportunities and taking steps to establish strategic linkages between the employee's workspace and other locations, teams, departments, groups, or organizations in order to help deliver products and meet company objectives.

Building good working connections - working connections are built through collaboration and cooperation. The ability entails the formation and usage of cooperative partnerships in order to aid the achievement of a work objective.

Building trust entails interacting with others in a way that gives employees confidence in the employee's goals and the individuals in the business.

Coaching - employment entails giving timely direction and feedback to help others improve particular knowledge/skill areas needed to complete a job or solve a problem.

Communication - The capacity to successfully communicate information and ideas to individuals or groups using a variety of mediums in a way that engages the audience and helps them receive and remember the message is referred to as communication ability. The ability aids in attentive listening, in-depth comprehension, and consideration of a variety of opinions.

Continuous learning entails I actively identifying new areas for learning, (ii) often creating and using learning opportunities, and (iii) victimization of new non heritable facts and abilities at work, as well as additional learning via their application.

Contributing to team success - Employees that possess this competency actively participate as a team member in order to help the team achieve its objectives.

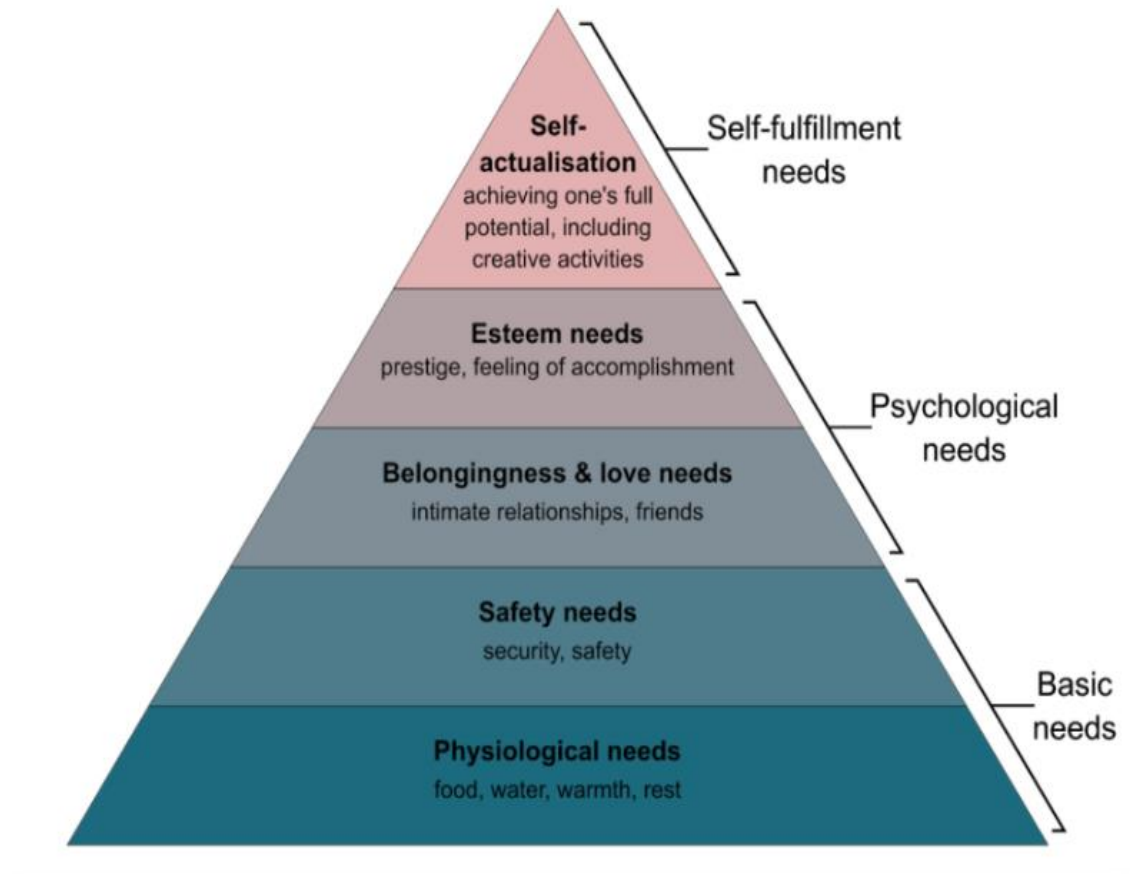
Customer focus - Employees who possess this ability prioritise customers and their requirements in their actions. They cultivate and maintain fruitful customer relationships.

Making decisions - Making decisions is a skill that allows individuals to recognise and grasp concerns, difficulties, and opportunities. They employ effective techniques to choose a plan of action or build appropriate solutions by comparing facts from many sources and drawing conclusions. They operate in a way that is compatible with the facts, restrictions, and likely outcomes.

People were created for those who want to be unique. Steve Jobs dared to stand out; he catered to artists and dreamers. Apple was founded to serve people, not customers. Unlike other companies, Apple prioritizes design above money and marketing when making product selections. He sold fantasies rather than things. Steve Jobs wanted Apple to be more than a generic device to be compared against. He was quite forthright and outspoken about his feelings about Microsoft and Bill Gates. "Their things have no soul in them," he says, "Their things are commonplace." Steve Jobs set out to sell revolutionary innovation, and he succeeded. Apple is founded on a culture of innovation, whether it's developing something new or redesigning something old and making it better. The strong suit of Steve Jobs was predicting what people would desire before they even realized it. This is often seen as someone selling an issue rather than a product. Take, for example, the elimination of the headphone jack, which sparked outrage among users and a lot of laughter from non-users. Apple, on the other hand, got the final laugh. According to Business Insider, Apple captured 41% of the worldwide market for truly wireless earbuds in the fourth quarter of 2019, making it the second year in a row that the firm has dominated the category. It is built on a foundation of continuous innovation: Brand loyalty and product sales are driven by the all-time renowned advertising to "Think Different." Many Apple fans' brand loyalty is based mostly on the fans' emotional attachment to the company. In 1943, Abraham Maslow developed the Maslow Hierarchy of Needs hypothesis. Simply expressed, the theory encompasses five layers of human needs that influence human behaviour.

Motivation is the process of directing a person's desire or willingness toward the achievement of a specific goal. Maslow, Abraham Apple executives have evaluated how

needs fit into task design, payment, and managerial technique and developed managerial strategies based on the theory of needs.



The idea is based on hierarchical requirements, in which individuals are expected to complete a category before rising up the pyramid to the next level of human need. Apple, on the other hand, did the exact opposite and started at the top of the pyramid and worked its way down. Apple has always aimed to generate and cater to self-actualization as a brand. Apple persuaded me that I needed a new iPhone and had me leave the Apple Store with a £499 bill. Was I, however, £499 poorer? Yes, it's speaking.

My self-esteem demands had been met as I walked out of the Apple Store. I left the Apple Store with the impression that I would once again be included and welcomed by my friends and family. I gave in to consumer society and left the store with my

psychological and self-fulfillment requirements met. Is it a victory? Yes, superficially. In the end, I'm just another statistic who has bought into the consumer psychological game. All Apple has to do now is pierce the domain of human psychology's fundamental requirements. Apple Pay is the start of it, and it is helping the company build a greater army of Apple fans. Apple, in the end, transformed technology. The iPhone was the first device to combine a phone, a music player, a picture editor, and a gaming console into one device. By manufacturing great things and selling them for exorbitant prices, Apple stays old-fashioned and unconventional, unlike its competitors. But, well, it's functional. People are paying for the brand's connection, not necessarily for the goods. And that's ok. Because of Steve Jobs, Apple is the way it is today. Steve Jobs' legacy, on the other hand, will not last indefinitely. Technology is always changing. The product of tomorrow is much too old. Steve Jobs may be just another guy to the average 20-year-old in 20 years, and Apple may become irrelevant. What works for Apple now may not work in the future. Here's hoping Apple stays up with the trends and doesn't rely on Steve Jobs' legacy in the future.

1.2 Features of Organizational competence management of Apple Company

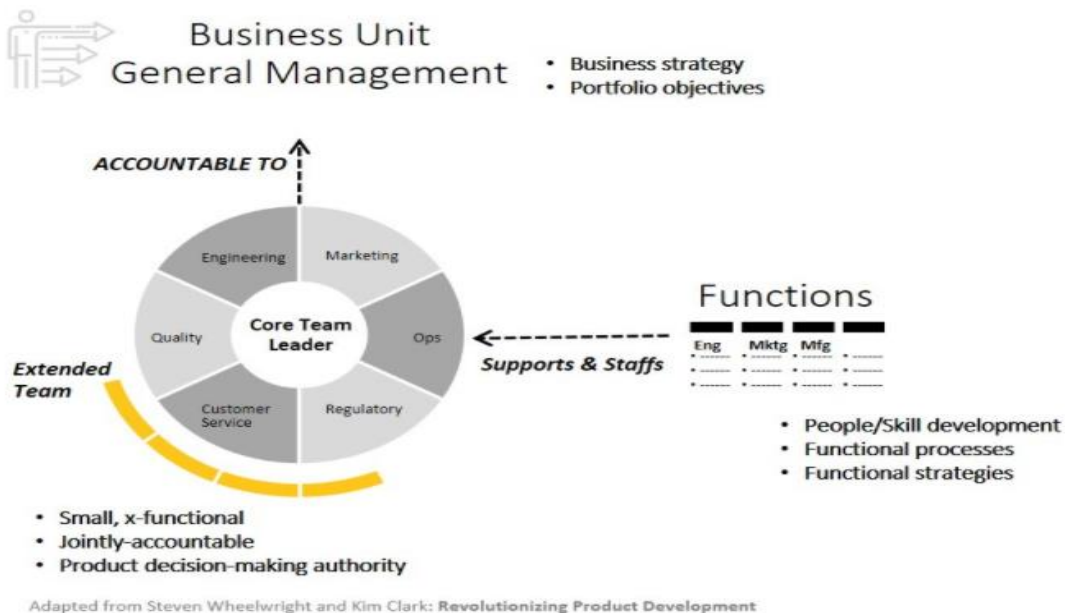
Apple's strategy defies conventional thinking, which holds that a general manager with P&L responsibility is responsible for optimizing performance for his or her specific business unit while maintaining complete control over critical tasks. General managers driven by short-term, company-wide financial gain and cost objectives, according to Podolny and Hansen, would make suboptimal product judgments. Instead, product cost trade-off choices are made by R&D functional leaders who have a strong grasp of cost, technology, and user experience advantages. Apple's functional leaders are engaged in every step of the product development process. Take, for example, the iPhone's curved corners.

The Right Organization for Your Company - Apple has shown that it deserves to be taken seriously. Is Apple's organizational structure, however, appropriate for your

business? Are there any aspects of the "experts leading experts" strategy that you should think about? What if you could have the benefits of a functional organization while keeping the benefits of your current business unit structure?

Making a Purchase Decision - When it comes to product trade-offs, Apple competes in areas where the rate of technological development is extraordinarily fast, so it's no surprise that technical knowledge is highly appreciated.

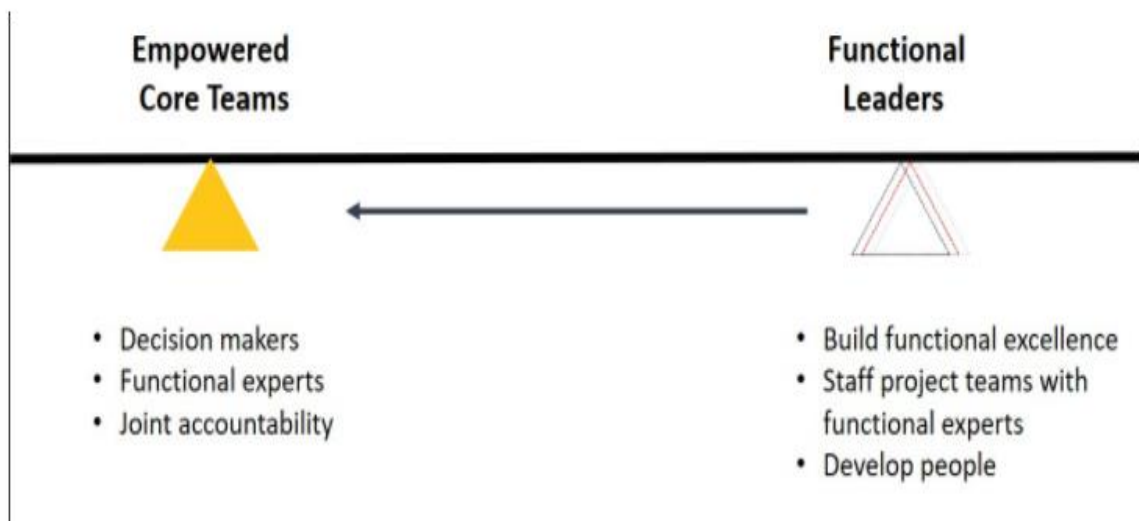
When comparing the functional and business unit structures, the authors assume that business unit general managers, who lack deep technical competence, are forced to make product technology and feature set trade-off choices. It doesn't have to be this this. General managers in high-performing hierarchical companies delegate product technology and feature set decisions to small, cross-functional project Core Teams. These



teams are made up of functional experts who collaborate with a larger group of technical experts. The Core Team structure delegated product decision-making to the development team, allowing functional leaders to focus on departmental excellence—people development, domain knowledge, functional process development, and functional strategy. The general manager of the business unit keeps out of day-to-day product choices. He or she is ultimately responsible for the business unit's profit and loss

statement, strategy, portfolio objectives, and investment allocation choices. This strategy is shown in the diagram below:

As the Thesis constantly points out, one of the drawbacks of the functional organization is the high dependence on cross-functional cooperation. By breaking down the silos that are frequent in functional companies, the Core Team structure is an excellent technique to accomplish collaborative decision-making. Decision-making and accountability shift to a project-centric model, in which development occurs concurrently across functions and project team members' performance is measured primarily by market success. As demonstrated in the diagram below, the functional leader's position evolves from project-level decision-maker to project supporter, while project-level decision-making is delegated to those closest to project concerns.



Each week, project teams must make hundreds of choices in order to develop new products. It is vital to make decisions in a timely manner. Nothing slows down a project team more than a person who feels compelled to travel up the functional chain of command to get approval to make a decision.

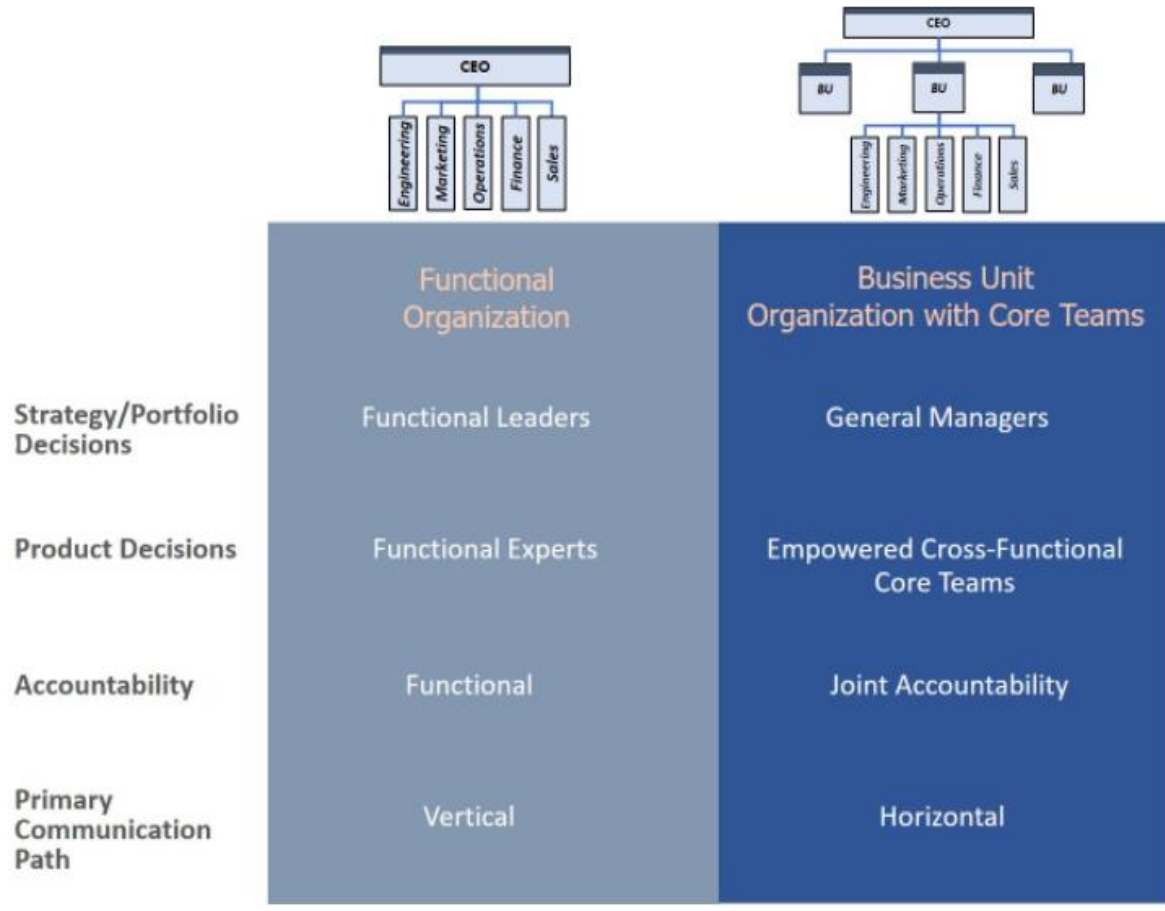
Teams are staffed with empowered decision-makers who are jointly responsible for project success when using the cross-functional Core Team method. The job responsibilities go well beyond those of a functional liaison or project coordinator. Members of the Core Team have extensive functional knowledge, are familiar with functional strategies, and know how to apply them to project-level choices.

Communication & Collaboration - Despite witnessing exponential growth over the previous 20 years, Apple has managed to preserve its functional structure. The thesis discusses some of the organizational and leadership issues that have arisen as a result of this expansion, as well as communication inside and across bigger, more specialised roles. There are several specialty groups that have to do with a product. Cross-functional deadlocks are escalated to higher-level UN management who serve as tiebreakers. While there is a lack of efficient coordination among useful leaders, development will move at a snail's pace. Decision-makers who are functionally separated should put their individual agendas aside in favour of the project's shared objective.

The article identifies system-level style as a new area of difficulty for Apple. Similar temperament for technical subsystems or technologies (the iPhone camera, enclosure, or a computer code feature) is also a valuable strategy, but what's best for each system may not match what's greatest for the product as a whole. A system-level read requires thorough cross-functional communication and coordination.

Effective communication becomes more difficult as businesses grow and become more sophisticated. Communication must take place across useful borders as well as up and down the corporate ladder. As data must travel horizontally across functions and vertically up and down leadership tiers, the more functionally compartmentalized a firm develops, the more knotted inter-functional communication becomes. By duplicating the communication efficiency of a tiny startup within a large corporation, the tiny, cross-functional Core Team structure short circuits this obstacle.

Describing the fundamental differences between innovation in a very helpful organization and innovation in a highly business unit framework with cross-functional Core groups in the figure below.



Platforms - Apple's ability to continually "wow" customers with novel, easy-to-use product features is one of the secrets to the company's success. The article provides many examples of how functional leaders with technical understanding collaborate with a broad bench of specialists to polish new-to-the-world technology that can be used across many product lines (iPhones, iPads, laptops, and desktops). This capability would be diluted if these specialists were dispersed over various product lines under a business unit structure. Is there a way to get the same technological leverage advantages in the business unit structure? Without a doubt. Companies organized in a business unit structure may concentrate expert teams on new defining technologies that benefit many product lines by

separating platform development from product line or individual product development. Platform teams are established outside of business units, allowing them to concentrate on and offer differentiating cost structures, capabilities, or technology to next-generation product lines across various business units. Unlike product development, the goal of platform development is to provide the critical parts that will allow next-generation products to be developed.

Outside of the business unit, this distinction warrants different, broader picture strategy, investment criteria, planning, and team organization. Podolny and Hansen have given us a fascinating look into how Apple is structured for innovation. Its functional organization and “experts leading experts” approach have enabled unrivaled and long-lasting success. It's worth noting that, despite the company's exponential expansion, its functional organisation has lasted the test of time. We can learn a lot from Apple, but first, let's pump the brakes on wholesale changes to the multi-business unit structure. Small, cross-functional product development and platform teams staffed with functional specialists, empowered with decision-making authority, and organised for rich communication and collaboration across functions may achieve many of the same advantages and more.

The structure and culture of Apple Inc. - The recommended differentiation technique necessitates a deliberate organisation that groups individuals into practical teams inside each division, where employees do specialized tasks based on their expertise, but also allows cross-division communication to ensure operational effectiveness. As noted in the pricing chain, these divisions are known as main and support functions such as analysis and development, selling and sales, and procurance (Rothaermel, 2012). “Interorganizational cooperation has been pushed as useful for the inventive performance of firms,” writes (Dries Faems et al, 2005). Apple's vision statement reflects the company's culture of steadfast innovation and collaboration, which is mirrored by encouraging employees to discuss their ideas, which are primarily intended to market and cause innovative developments and company natural processes that are critical to Apple's

competitive advantage. Apple Inc. (Apple Inc., 2015). The mission statement reads, "Apple has reinvented the itinerant with its revolutionary iPhone and App store, and is processing the longer term of mobile media and computing devices with iPad," clearly indicating the company's desire to advance and shape the electronic market in accordance with the strategy.

The technique may provide a long-term competitive advantage, but it is contingent on other factors. Leadership determines a company's vision and strategic direction, and it is Tim Cook's job as Apple's CEO to continue to cultivate this innovative, creative thinking, and attitude culture that is outlined in demands employing the best qualified individuals. Within Apple's fostering environment, UN agencies may work together to promote people's progress. For satisfaction from resources and competences that alter objectives to be realized and creativity to grow, all variables should include a bicycle. Customers may migrate to rivals if standard and innovative integrated goods and services deteriorate due to insufficient price chain activities such as incapacity to hire skilled designers, R&D department failures, and inferiority manufacturing. Substitutes are provided by UN agencies at a cheaper cost and with comparable quality. The benefit of a differentiated premium value approach, on the other hand, is that stable margins don't need a large number of customers to make a profit. A differentiation approach fosters total loyalty, assisting in the creation of entry barriers that protect the business and firm from competition. Edwards (2015) (Edwards, 2015) (Edwards, 2015) (Edward

Considerations if Apple's adversary was a smaller firm - If Apple's rivals were a smaller firm, the organization's complexity would be reduced, and a simple structure with a flat hierarchy method could be used to decentralize activities. Smaller businesses lack the level of specialization and systematization observed in bigger businesses, as well as a paucity of highly qualified management and cost-effectively complex processes and procedures. This does not align with Apple's vision of differentiation premium rating strategy. Apple relies heavily on innovation enabled by their extremely talented managers and designers, research and development budgets to create complex integrated hardware

and code systems for their products, as well as economies of scale that don't exist elsewhere. To allow middle-range rating to remain competitive after limited growth, an integrated differentiated value leadership strategy should be used until market share grows and profit margins become large enough to allow expansion and expansion. Furthermore, an increase in profit margins and growth would allow Apple to hire higher-quality employees and incrementally improve primary and support functions, such as research and development and supply chain infrastructure, until a broader differentiation premium rating strategy could be implemented.

1.3 Methodical approaches to Organizational competence management of Apple

The competency approach offers several chances for articulating the professional and personal characteristics that are required to achieve a high degree of efficiency across the organization. There is a chance to concentrate on the most important aspects of personal and business qualities that influence the results. At the same time, the idea of competence may still be used to define the knowledge and abilities that workers are required to have in order to do their jobs successfully. Conducting a regular assessment of the development of competences based on the parameters that are important to the organization allows for the identification of personnel development zones, the selection of training methods, and the motivation to build the necessary organization of competence. All people management services may utilize a single competence-based database for staff selection, evaluation, development, and remuneration. The competence model serves as the bedrock for the whole human management system. It allows for a high degree of consistency in the evaluation of candidates since all experts will have the same understanding of what competence entails. When there are changes in the roles and practices of dealing with staff, this becomes even more important.

Materials and methods - To create a successful and efficient personnel management system, a large number of various internal factors characterizing the level of management

development and the degree of competency of Apple members must be taken into account. Information on such factors is gathered mostly via an analysis of the organization's personnel matters situation. Staff assessment is a unique instrument for analysis. Currently, the thesis gives a variety of approaches to Apple people assessment, which are incorporated in several models:

A rationalist (procedural) approach in this method, the most important factor is the efficacy of professional action. As a result, it is largely concerned with increasing staff efficiency via the rationalization of their work processes. The theoretical provisions of Taylor F., Emerson G., Fayol A., and Weber M.'s work influenced the development of the procedural method. It was then improved by paying more attention to the professional-personal component of professionals' work. 2nd The efficacy of a specialist's professional work and the related payment, mostly material, should be the major driving motivation for him; a procedural (rationalistic) approach. In this method, the most important factor is the efficacy of professional action. As a result, it is largely concerned with increasing staff efficiency via the rationalization of their work processes. The theoretical provisions of Taylor F., Emerson G., Fayol A., and Weber M.'s work influenced the development of the procedural method. It was then improved by paying more attention to the professional-personal component of professionals' work. The efficacy of a specialist's professional work and the related payment, mostly material; a procedural (rationalistic) approach. In this method, the most important factor is the efficacy of professional action. As a result, it is largely concerned with increasing staff efficiency via the rationalization of their work processes. The theoretical provisions of Taylor F., Emerson G., Fayol A., and Weber M.'s work influenced the development of the procedural method. It was then improved by paying more attention to the evaluation of the professional-personal component of experts' work. The effectiveness of a specialist's professional work and the related payment, mostly material, should be his major motivation; a procedural (rationalistic) approach. The efficacy of professional activity is of the utmost importance in this approach. As a result, it is primarily concerned with increasing employee efficiency by rationalising the

algorithm of their professional activities. Theoretical provisions of the work of Taylor F., Emerson G., Fayol A., and Weber M. contributed to the development of the procedural approach. It was then created by paying more attention to the evaluation of the professional-personal component in specialists' work. The efficiency of a specialist's professional activity and the related remuneration, mainly material; Apple (corporate) approach Apple's approach is primarily centred on valuing workers as professionals who must recognize and relate the stability and possibilities of their professional future with this organization. As a result, Apple gives many chances for self-fulfillment, professional, and career progress to its workers. Employees, on the other hand, are focused on improving the reliability and competitiveness of their organization, aim to comply with internal organizational norms, and are ready to putting organizational goals above their personalities in certain situations.

A humanistic approach - A person, his job satisfaction, and psychological demands are the objects of the most careful attention in the humanistic approach to personnel evaluation. The theoretical provisions of the "school of human relations" sparked the creation of the humanistic approach. The results of the Hawthorne experiments, in which it was proven that the psychological climate in production, the nature of professional relationships among workers, and also the group aspects of activity are in some cases factors that are more important for the performance of workers than the extremely structured approach, had a great influence on the development of the

There are two additional approaches to the evaluation of Apples staff in the practise of HR services: personal and situational. The personal approach entails evaluating the employee's personality, as well as his personal and professional qualities. The analysis of the outcomes of the worker's labor, labor expenses, and the complexity of labor are all part of the situational approach. The main premise of the personal approach (Chenkina B.N., Huchek M.) is that an employee with a complex of professionally significant personal qualities will be successful at work. The existence of required information and abilities increases the likelihood of success significantly. Management styles are

investigated, as well as the psychological qualities of the most successful workers, using a personal approach to assessing personnel. The most important task is creating a "psychological portrait" of an employee using psych diagnostics and expert assessments. Experts argue that assessing an individual's abilities, resources, and capabilities only on the basis of labor results is not only difficult, but impossible.

Supporters of the situational approach (Maslov E.V., Shaunessy D., Shchedrovitsky P.G.) argue that persons with various personality traits often execute the same actions and make the same judgments, demonstrating a similar style of behaviour and leadership. Under the same circumstances, people with similar personal qualities might make different judgments and behave differently. This approach's basic postulate is that, in the end, labor is paid for, not for quality. The evaluation of personality qualities is always subjective, but the findings of labor may be taken into account and measured scientifically. As a result, the notion of simulating various production and management situations is applied when evaluating individuals. The judgement on the efficacy of the evaluated activities is based on the expert's judgement on the degree of success of the suggested tasks' solution. The outcome of labor is reflected not only via the outcomes of the unit's activities (completion of the financial gain plan, increase in the number of customers, etc.), but also via research into the social and economic working circumstances of subordinate staff. And this includes things like labor remuneration, employee motivation, the occurrence of problems and the mechanisms for resolving them, and so on. In practise, a mixed approach with the predominance of one of the vectors (procedural, humanistic, organizational, personal, or situational) at various stages of staff assessment may be used.

Appropriate procedures and procedures for evaluation have been created and are being developed within the scope of each of the above approaches. All ways of researching an organisation may be grouped into three main approaches: humanitarian, engineering, and empirical. Personnel assessment methods are the most relevant to the empirical approach since they are based on a history of successful industry or functional experience, as well as the application of case law in decision-making. There are two types

of empirical research methods: quantitative and qualitative. The questionnaire is the most prevalent quantitative approach. Personal questionnaires are one of the sorts of questionnaires used to assess staff:

- Questionnaires of motivational characteristics
- Multifactorial personality
- Mental well-being, self-relationship, temperament, values, and other questions

The ability exams are another important tool for assessing staff. They are a standardized series of tasks that are used to assess a person's potential ability to tackle a variety of problems: Raven's test, Amthauer's intelligence structure test, Guildford's test, which allows measuring social intelligence, and Amthauer's intelligence structure test all give a chance to obtain an idea of an employee's ability to systematised, planned, methodical intellectual activity. Qualitative research procedures aid in the obtainment of information via the in-depth examination of a small amount of material. Interview is one of the most often utilised strategies. Use procedures that have indications of both qualitative and quantitative research methodologies while assessing employees. This is, first and foremost, a case of business. The case specifies the issue that this or that company employee is responsible for resolving. The technique of the KPI (Key Performance Indicator). The goal of the KPI management strategy is to create a "goal tree." Goals are linked to the organization's business goals. The approach enables you to create an effective system of employee motivation, as well as to quickly identify critical spots and bottlenecks in the functioning of units or the organization as a whole. It is now crucial to not only compile a number of approaches, but also to adapt them to the organization's specific circumstances. Professionalism and expertise of the specialist steering the evaluation procedure are quite important in this case. Competent approach to the organization's personnel procedures is currently in high demand. In today's environment, every organization's competitiveness is heavily reliant on its employees' abilities.

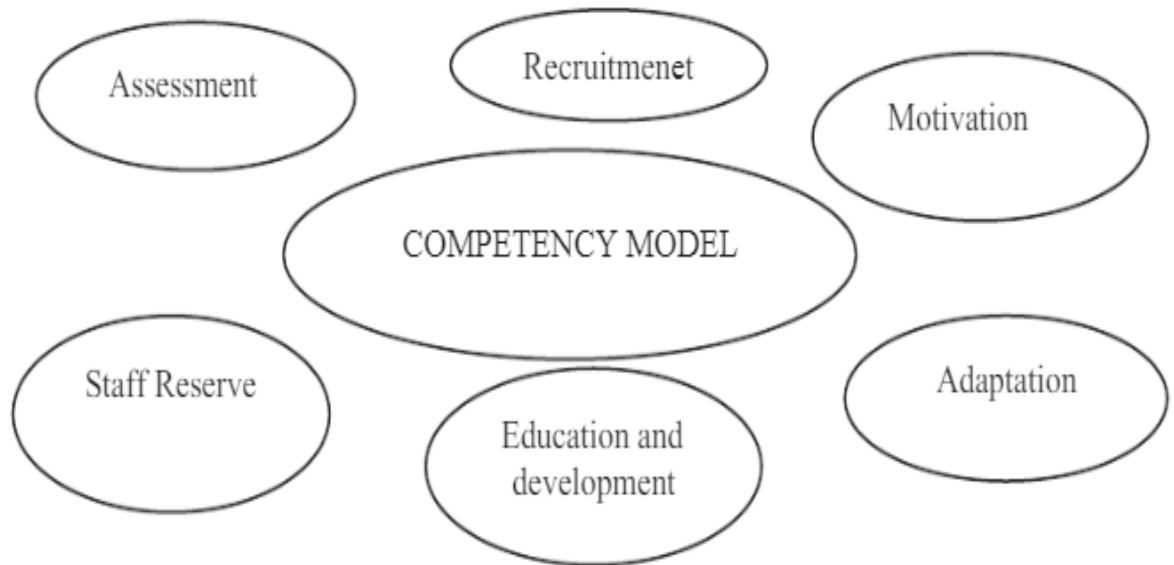
The notion of competences was initially introduced by Boyatzis in 1982 in his work "Competent Manager," in which competence was defined as the totality of a person's

abilities that guided her behaviour to satisfy job criteria and achieve the intended outcomes. According to other researchers, V. Makelevil popularised the word "competence" in 1982, when his theoretical study was released. "Competence is the range of issues, the area of activities in which this individual has knowledge and expertise; set of powers, rights, and obligations of an official, public organization," according to his definition. In recent scientific literature, two approaches to the notion of "competence" have emerged: an American approach and a European approach. Competence is defined as a description of an employee's behaviour in the American approach: competence is the main characteristic of an employee who is able to display right behaviour and, as a result, achieve high outcomes in his job. Competence is the ability of the employee to act in accordance with the standards accepted in the organisation (definition of the minimal standards that must be met by the employee), according to the European approach.

To measure the quality of the employee's work, the organisation need a set of criteria. A created competence model may serve as such a standard. Today, the competency approach encompasses a wide range of topics.

The competence model is the key link of the people management system, connecting all aspects of firm people management.

Results : To assess the quality of an employee's work, Apple requires a certain standard. A created competence model may be used to create such a standard. Today, the competency approach is used to all aspects of company people management, and the competency model serves as the system's central link.



Scope of the competency management model application in personnel management

The competency model is defined as a comprehensive collection of competencies and behaviour indicators that are required for the effective performance of an employee's tasks, as manifested in appropriate situations and time, for a certain organization's individual goals and corporate culture. Comparing employees across a set of competencies enables all knowledge and skill gaps to be identified. The competency approach may be applied in people selection, personnel reserve formation, and evaluation activities.

The following sorts of competencies are distinguished: corporate (or key) competencies that support the stated mission and values; management competencies that apply to all levels of management. Managers are evaluated using this tool.

Specialized skills are required for certain types of roles in various departments.

I.B. Durakova, a specialist in personnel management, identified the primary individual competencies of employees and grouped them into four categories: professional, methodical, social, and personal:

Methodological competencies are all technologies that encourage the use of knowledge earned through professional competency; professional competencies are the knowledge that the employee has received and may contribute to the firm;

All values-necessary, non-work-related expressions of opinions in regard to other workers are referred to as social competencies.

SECTION 2. PRACTICAL ASPECTS OF ORGANIZATIONAL COMPETENCE MANAGEMENT

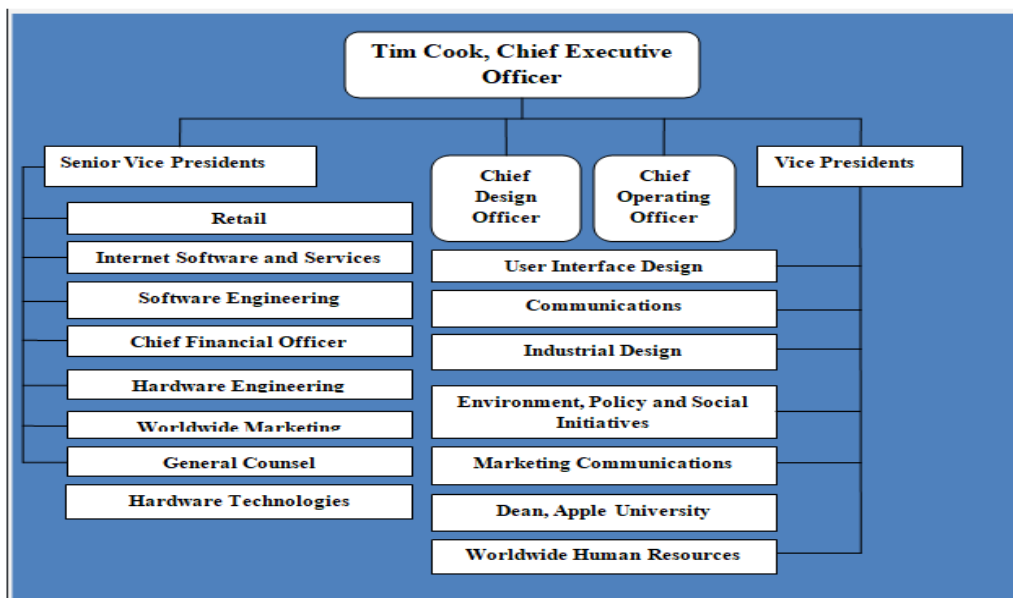
2.1 Organizational and economic characteristics of Apple Company.

Organizational characteristics - Apple's organisational structure may be divided into two categories: hierarchic and functional. Steve Jobs, the company's creator and previous CEO, created such a structure to assure concentrated realization of his innovative ideas and a clear vision for the company. Since Tim Cook took over as Apple's CEO in August 2011, the company's organisational structure has undergone significant changes. Mr. Cook, in particular, encouraged the decentralization of decision making to a certain degree in order to encourage innovation and creativity on a variety of levels. Despite this, the construction is still largely hierarchic.

The ability of an organisation to instil the correct cultural values in the behaviour of its personnel is critical to its success.

Innovative, entrepreneurial, market, and hierarchical perspectives are all examples of organisational culture. The presence of a link between culture, roles, and behaviour

Apple's organizational structure now has the shape shown in the diagram below:



Generally, Apple corporate structure has the following characteristics:

1. Hierarchical organizational structure. Despite the fact that Tim Cook, Apple's CEO since 2011, has made major modifications to the company's organizational structure, the company's structure remains extremely hierarchic, with several tiers of management. The company's massive scale, which includes 132,000 full-time equivalent workers world wide requires adherence to a hierarchic organisational structure.

Senior management has tight control over all aspects of the firm, which is one of the advantages of Apple's hierarchic organisational structure. In addition, there are clear degrees of authority and responsibility, and advancement chances motivate personnel to perform effectively. On the downside, Apple's hierarchical organisational structure may limit the company's ability to adapt to changes in the global market. In addition, communication across various departments is less successful in hierarchical firms than it is in flat firms.

Apple's organisational structure now takes the shape shown in the diagram:

Grouping based on product. A key feature of Apple's organisational system is product-based classification. The multinational technological conglomerate splits its operations into the following product categories:

1. Providers. App Store, ApplePay, iCloud, and Apple Music are all part of this category.

2. The Mac

3. The iPhone

4. iPad

5. Other merchandise Apple TV, iWatch, headphones, cases, screens, storage devices, and a variety of additional connection and computer goods and accessories are among them.

3. Collaboration between different groups and divisions. Apple Inc. still abounds a high level of collaboration and coordination throughout its many departments and fractions. Each Apple product, for instance, the iPad, iPhone, iPad, Apple TV, and iWatch, is as a result of a product-based organization's partnership.

The Board of Directors of Apple Inc. is made up of 8 individuals with extensive leadership experience in a different field of companies. Three of the members are now serving as CEOs, while the other two are past CEOs of worldwide corporations. In addition, established leaders such as former US Vice President Albert Gore Jr., former CFO and Corporation President The Boeing Company James A. Bell, and co-founder and Director of BlackRock Susan Wagner serve on the Apple Board of Directors. Given the company's challenges, such as the rapidly deteriorating life cycle of technological goods and dropping sales of iPhones, iPads, and Mac products, it can be argued that Apple's organisational structure will undergo some changes in the medium term. To be more precise, aspects of matrix organisational structure and divisional organisational structure should be better integrated into Apple Inc.'s organisational structure to improve the effectiveness of new product improvement practises.

4. Functionality. Another important aspect of Apple's structure is functionality. Although, as noted above, product-based grouping is an important feature of organisational structure, senior vice presidents reporting to the CEO are in charge of functions rather than products. The tech giant benefits from the existing patterns of its corporate structure, despite the fact that functional organizational structure is not usual for behemoths like Apple. Specifically, unlike many other large corporations, Apple does not have a resource war amongst product division heads.

Furthermore, a functional organisational structure allows a tech giant to ignore short-term financial targets while creating new products that need significant investment. Importantly, top R&D professionals' pay are based on the overall financial performance of the company rather than income from specific items. As a result, Apple executives are trained to take a holistic approach to the company, similar to that of small businesses. Apple Inc. has a well-defined corporate strategy, as seen by its annual 10-K filings. The following is their business strategy: Through its innovative hardware, software, peripherals, and services, the company is dedicated to providing the greatest user experience to its clients. The company's business strategy leverages its unique ability to

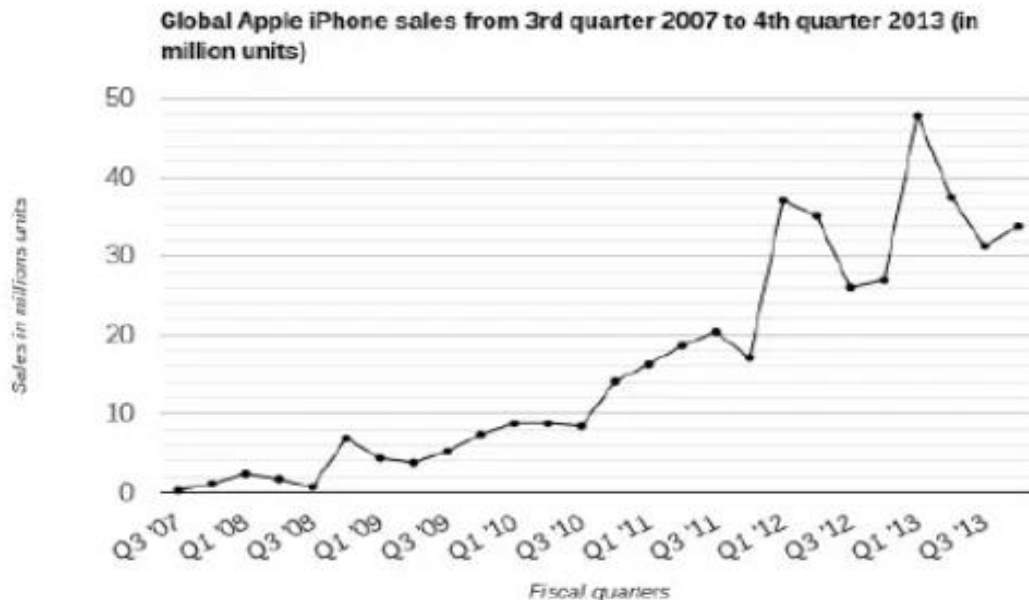
build and create its own operating systems, hardware, software, and services to provide new products and solutions to its clients with greater ease-of-use, seamless integration, and innovative design. Continuous investment in research, development, marketing, and advertising, according to the company, is critical to the creation and sale of innovative goods and technology. The Company continues to expand its platform for the discovery and distribution of third-party digital content and applications via the iTunes Store as part of its strategy. The company's App Store and iBook store, which are both part of the iTunes Store, allow users to explore and download apps and books through a Mac or Windows-based computer or via "iOS devices," like as the iPhone, iPad, and iPod touch. The Mac App Store was launched in January 2011 to allow consumers to easily explore, download, and instal applications for their Macs. The business also contributes to a charitable cause. Apple, Inc.'s Innovative Success 4 community for the creation of third-party software and hardware products, as well as digital content, that complement the company's services. The company's strategy also involves expanding its distribution network to reach out to more clients and providing them with high-quality sales and after-sales support.” Apple Inc. (Apple Inc., 2015). The company's purpose, vision, strategy, and goals shape decision-making and provide the groundwork for day-to-day operations.

Economic characteristic: Market Size and Growth Rate - When it comes to market size, there are around 4.55 billion mobile phones on the planet. With 1.75 billion smartphones and 2.8 billion feature phones in use throughout the globe, the market is estimated to have grown from \$55.4 billion in 2009 to \$150 billion in 2014 (Emarketer, 2014). The competitive environment in which buyers and sellers of items operate is referred to as a market structure. There are four distinct market structures: - Perfect competition, with a large number of consumers and sellers, each too little to affect the product's price. - Monopoly is a market in which a single corporation sells things to a large number of people. - Monopolist competition occurs when there are many vendors of differentiated items and it is relatively easy to join or depart the market. - When there are

a few sellers of a homogenous or differentiated product, this is known as oligopoly. (2012, Salvatore)

Demand - The quantity of a product or service demanded by purchasers is referred to as demand. The iPhone is a high-end device that is highly regarded by customers (Graph n. 2.0) due to its excellent build quality and extensive feature set. It satisfies a wide range of consumer needs, including phone, entertainment, email, and internet surfing, among others, and as a result, the iPhone is regarded as a high-value product.

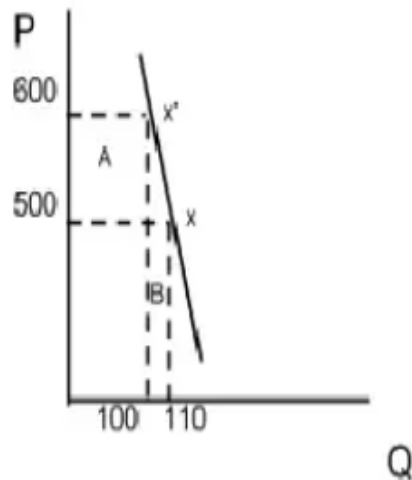
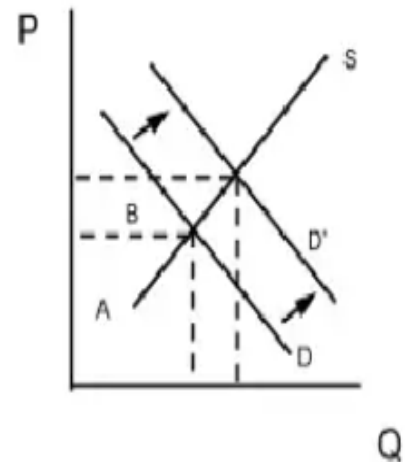
Global Apple iPhone sales from 3rd quarter '07 to 4th quarter '13



There are factors that affect the international demand for the iPhone, just as there are for any other product. To begin with, the impact of its alternatives on demand. There was a huge gap between the iPhone and its rivals when it initially launched in 2007, but there have been a number of near alternatives in recent years. As a result, with the launch of new rivals' products with the same level of technology, or better, the demand for iPhone decreased. On the other hand, the brand's image has a favorable impact on iPhone demand: Others' customers Apple customers are loyal to the brand, purchasing an Apple smartphone and recommending it to family and friends. G. Scott, G. Scott, G. Scott, G. Scott, G. Scott, G. Scott Because customers are prepared to pay large amounts for such

gadgets, but only for their advanced forms, technology has a big effect on demand. The existence of a new technology in the market most of the time creates a demand. Additionally, the company drives iPhone demand via advertising campaigns that have a significant impact on the market. Apple strengthens its ad campaigns at the launch of a new model, as well as in a stage of maturity for the demand, when it tends to increase the advertisement. As a high-end product, the iPhone is vulnerable to income shifts. The Economist is a publication that focuses on economic issues (2012) demonstrates how, in nations where personal income rises, iPhone demand rises in the same proportion, demonstrating how demand is backed to willingness to pay.

Elasticity - The elasticity of demand is a measurement of how responsive a quantity is to price changes. When the quantity ordered substantially reacts to price changes, the demand for products is said to be elastic. (2012, Salvatore) It varies with model and stage of the release cycle for the iPhone. In general, demand for a new iPhone (luxury item) is inelastic, which means that price increases will only affect the quantity of new iPhones demanded. As shown in Graph 3.0, increasing the price of a new iPhone from \$500 to \$600 creates a new equilibrium in x' such that even though the quantity demanded is just slightly smaller, the financial gain is significant (area A). The restricted supply of iPhone 5 and the fact that the product is highly demanded, also allow the company to create a new equilibrium at the launch of a new iPhone (see Graph 3.1), and total revenue increases from A to B.

Graph 3.0 *Inelastic demand iPhone 5*Graph 3.1 *Limited supply iPhone 5*

As a result, demand for iPhone versions released prior to the iPhone 5 grows elastic. In order to maintain making financial gains, Apple had to cut the price on them. Apple reduced the price of older models by an average of 200£ resulting in an increase in demand for older models, extending the market to low-income purchasers and increasing the company's total revenue.

2.2 Analysis of Organizational competence management at Apple.

Apple's organizational structure is distinct from that of other multinational corporations, yet they nonetheless adhere to the same set of standards that govern a well-functioning organization. To further understand Apple's structure, we must first consider the company's goal. Apple wants to be the greatest and most innovative company in the world when it comes to creating products that provide customers a life-changing experience. Formalization – Apple is derived from the CVF's create quadrant, where they pay close attention to innovation and envision the future, but they also have a very formal structure that is always in full start-up mode, allowing them to take spontaneous actions without the politics and red tape that normally accompany large corporations. Apple's corporation is driven by the fact that they are a very collaborative company that works

really well together in the decision-making process, but I would also say they are a mix of a very centralized and decentralized sort of corporation.

Steve Jobs was the visionary and prominent leader of the company until his recent death.

Hierarchy – Tim Cook, a long-time Apple employee who has served as a stand-in CEO many times in the past, is now in charge of the ship. Apple has a complex organizational structure, yet it is nonetheless distinct because of how it encourages collaboration. Apple, like any other large multinational corporation, has a team of ten top executives, a board of directors, and a CEO in Tim Cook (Apple bios). Apple is a highly integrated collaborative in which multiple organizational units and sub-units work extremely effectively together to achieve the company's basic aims and goals.

Leader-Follower Relationships: Even if Steve Jobs is no longer with us, Apple is still one of the greatest in the computer business. “Entrepreneurial leaders leave a lasting stamp on the architecture of the organizations they find,” as Tim Cook is doing today at Apple. The two men's management methods vary somewhat, but the income statistics speak for themselves in this situation. Apple's structure allows the current CEO to continue doing business as usual, with the exception of having to figure out what Steve Jobs would do in this scenario of keeping Apple alive. Steve Jobs despised it when companies like Walt Disney became unproductive after their CEO resigned, and he didn't want it to happen to Apple, so he told Tim Cook, "don't ever attempt to find out what I would have done in a certain situation, simply do what is good for the company" (MSNBC). I believe that this sort of leader-follower relationship exists across the Apple organisation. On the surface, stakeholder relations seem to be in excellent shape. Who doesn't want to be a part of the Apple machine? Apple is a leader in so many ways when it comes to creating outstanding goods; they're number one. For example, the newly established Apple shop in Grand Central Station benefits all types of stakeholders: customers, staff, Grand Central, New York City, and so on. Multiply that by a majority of goods seller.

Culture - The work culture at Apple was fueled by a passion for new products and an endless supply of challenges and chances. Apple is credited with inventing the "Work Hard Play Hard" mentality. Apple's corporate culture was typified by its strict work ethics. Despite the relaxed and casual work atmosphere, there was a strong dedication to company deadlines. Apple was founded on the premise that self-motivated people would work more if they don't have a manager micromanaging their every move. Apple's distinctive structure has enabled it to expand and respond to changes more swiftly than its rivals, such as IBM and Microsoft. The reason Apple prioritised speedy response was because it was much easier to get a project off the ground when there were just a few individuals to seek approval from. One way to look at Apple's leader-follower relationship is to look at how swiftly the company expanded at first. Because of the ability to have workers make choices at the simplest level possible.

Corporate headquarters set policies and oversaw all activities, but local personnel in nations all over the globe made day-to-day choices. This sort of top-down mindset allowed for speedy response and resolution to situations without contacting corporate headquarters, avoiding red tape. Apple's work culture has been described by analysts as "fun yet demanding." "Culture assists individuals in focusing their efforts directly on the organization's goals." (P207, Greenwald) Even if the majority of the market didn't care about Apple's desire to be different, the Apple experience as a stakeholder has always been about the user experience, not just the technology. Apple is a company that creates products rather than addresses problems. The Apple ego is the belief that it is the best company in the world and that it should carry itself in that manner. All of the company's leaders, employees, software designers, and customers are aware of its ego, and those who don't like it have discovered that it has become a call to arms for all of the company's stockholders. Another way to look at Apple is that it doesn't ask consumers what they want and instead provides them what they want. Consider this basic question: does anybody NEED an iPhone or an iPad? Not much, although it seems like a lot of people want them. Apple's culture is based on a few fundamental facts that fuel the company's

productivity. It is a vertical integration company that develops most of its technology in-house for its core products, giving it a competitive advantage over less vertically integrated companies, and Apple creates “cool” things. Apple's goods are distinguished from rivals by their attention to design and detail, fit and finish. The iPod wasn't the first digital music player, nor was the iPhone the first smart phone, nor was the iPad the first portable computer device. However, having differentiated business models in which Apple develops and innovates products with key features such as the iPod+iTunes and iPhone+App Store provides a strong competitive advantage, as this process makes it difficult for competitors to match what Apple is producing in a timely manner. Apple culture creates and sells a very clear and straightforward range of goods. It's simple to understand the distinctions between their goods, product families, and the many configurations when many other companies make things more complicated than they need to be. Employees at Apple were required to run their own show and work in a demanding and creative atmosphere. Apple chose a less formal, hierarchical design and a more results-driven strategy that worked best for them. Apple developed a secrecy culture. The need for absolute secrecy and stress on control was ingrained in the company's ethos from the start. “It's my duty to make folks uncomfortable. My responsibility is to improve them.” Steve Jobs (2010)

Human behavior - The following points show how the Apple organization's knowledge of human behaviour has influenced its design, structure, function, and culture. Employees at Apple recognise that the company places a greater emphasis on product design than any other company in the market, unlike Microsoft, which has done a bad job of creating aesthetically pleasing goods. Apple's design emphasis demonstrates that it understands what customers want and how to match their wants and aspirations, and it sets out to exceed all expectations. If an employee does not assist the company achieve those requirements, they may find themselves working for another company sooner rather than later. Apple is notorious for doing things differently, so staff must forget all they know about technology. Everything at Apple is distinctive, whether it's the product design,

the mechanism for creating new product ideas, or the way it handles data. Employees that work in the same way as a previous employer are a blunder that might cause problems in the rank and file. Apple listens when consumers critique its products and takes their flaws to heart. They answer in a forceful tone and with harsh statements that no other company in the business would dare to imitate. Apple despises being informed that it is incorrect. No matter how badly its goods are being eaten, Apple will never admit defeat. The company seems to discover ways to turn itself around and out of the hole with sound business strategies that save the day. The computer market is a perfect example of this.

With these numbers, Apple is establishing a new financial gain record. Apple recognises that paying attention to detail is a crucial strategy that will pay dividends in the long term. Apple goes the extra mile, which has become a cornerstone of the company's mission and something it demands from its staff. Apple's goal on global technological dominance is everything late Steve Jobs aspired to be. It was his ultimate goal to not just compete with, but to destroy, his rivals in all of the markets in which his company competed. He wanted the world to know that his company was the finest and that they would beat them all. He established a culture at apple that would aid him in achieving his legacy.

Communication and decision making styles - We know that an organization's structure is directly reflected in its communication style. Information is communicated via a variety of means, including voice, writing, symbols, and body language. (Organizations; Management without Controls, Greenwell) Communication is both what Apple sells and what they welcome. "Whether or whether you choose to create or participate in a blog, wiki, online social network, or any other type of online publication or debate as an Apple employee is entirely up to you. What you do on your own time is, in general, your business. However, company regulations and standards still apply to activities that affect your work performance, the performance of other Apple workers, or Apple's commercial interests. This is true whether you participate in these activities at work or at home, and whether or not you identify as an Apple employee."

It's clear that Apple understands how important it is to defend itself from the same brains it cultivates. There is no place for unnecessary overlap with this policy. What matters is that business is business.

“Apple runs an extraordinarily tight ship, with smaller product groups; just two engineers work on the iPad, a task that, on the surface, seems to be a massive undertaking that other companies like Microsoft or Google could commit hundreds of employees to.”

Apple has a long history of capturing informal leaders as a formal organization. The below passage is taken from an article that also details the gathering of 100 elite personnel. They didn't all have the same pay grade or security clearances, but they could be trusted to keep dates and goods private while still giving their honest views.

“Every executive action, product, or project has a "DRI" – a directly responsible individual – who bears the can (or laurels) for the outcome.”

"At Apple, the creative process is one of constantly preparing someone - be it one's boss, boss's boss, or oneself - for a presentation to Jobs," writes Adam Lashinsky, who refers to Jobs as "a corporate dictator who makes every critical choice - and oodles of apparently noncritical calls too." (Alex Heath, 2012) While Apple adheres to what may be termed a 'normal' set of policies and conventions, we often hear about the overlapping, dictatorial, bully-driven ship that shows through in their product releases and marketing bravado.

Observations: Our observations of Apple workers are confined to those who work at the Apple Store. Despite the fact that we have included several stories and accounts of contacts between Steve Jobs and other executives, we believe it is necessary to compare the culture levels on the organization's outer bands. When passing through an Apple Store, it is clear how different the selling atmosphere is. The items are strewn around for consumers to interact with and play with. There is seldom a staff-to-customer ratio of 1:1. They have a “genius bar” where any customer with a MAC product may go for help. The surroundings is vibrant and alive. These geniuses are the company's face to the average employee, and Apple has raised and bred them. They are taught communication

techniques, integrated into the Apple brand's standards and values, and execute a marketing and sales strategy that benefits both consumers and the company.

This is accomplished via the use of verbal, nonverbal, and symbolic communication. The whole shop is an Apple emblem. The Apple Genius training manual specifically trains staff on nonverbal cues and communication to regulate each interaction. Executives from Apple Inc. might teach a PhD-level course on human behavior and how to affect it. It's the case. If we don't pay special attention to how we expand our company, just like any other product or organization, saturation levels will be pushed. Apple was more of a novelty in the early stages, so they could afford to recruit 'like' brains to keep an eye on their shops.

Apple has had to allow in a second layer of slightly interested individuals who would be just as happy working for Geek squad at BestBuy or any other tech focused retail shop in order to compete with rival retailers for sales. The promise of "first dibs" and other perks is now comparable to family discounts at malls throughout the country. This is not only acceptable, but also a welcome change in Applestaff 's type. The dictatorship may easily create shop plans without having to worry about everyone aspiring to be the next "Steve Jobs."

Part 2 – Team Analysis: Team Formation: The team assignment was uploaded on the module 3 team assignment, but it did not specify who made up the teams. Jim reached out to the whole class to attempt and obtain volunteers to work as a team to finish the assignment in an attempt to be proactive and get started on creating a team. Volunteers from the team emailed Jim to express their interest. Our team was created thirty minutes after his first email. Jim Fiorino, Amber Winters, Jason Shanks, Khari Clarendon, Kevin Connolly, and Michael Keys were the original members of the team.

Dr. Kymn clarified team assignments and sent out communication to the class shortly after we founded this team, helping to add clarity to the assignment. Dr. Kymn recognised our newly formed volunteer team, with the exception of Kevin, who had already departed our class. As students under the larger group we all belong to, the Empire

State MBA programme, the team formed is a formal organization, working and communicating with each other according to standardized patterns' recognizable by everyone (Greenwald, 2008).

Our coursework in Human Systems and Behaviour class, as well as earlier class work, namely Competing Values Framework, were reflected in the team selection process (CVF). Our team has been tasked with identifying the ideal balance between the CVF's four quadrants: COLLABORATE, CREATE, COMPETE, and CONTROL. The whole team is made up of self-sufficient and busy individuals who are all focused on finishing the assignment on time and contributing equally to the task at hand. Members of the team agreed to remain adaptable and focused throughout the process, with the ultimate goal in mind: a successful organizational analysis.

Organization Selection Process: Michael Keys suggested a list of companies via course email, which was forwarded to the team for consideration. The Apple Store, Home Depot, Target, Macy's, and the Gap were among the stores on the list. It was decided by consensus through email discussions that the group would analyse Apple stores. Mike, in his capacity as team liaison, texted Dr. Kymn with our results, and our choice was approved. Self-managing teams are defined as groups of workers who are in charge of making decisions about how work will be done, setting schedules, assigning individuals to specific functions, and evaluating members' performance (Greenwald, Organizations. Management Without Control, 2008). This is a true representation of our team; we will need to manage our own time and make decisions that will support the timelines discussed on our conference call, as well as complete the specific assignments (Specific functions) previously described.

Team Roles and Tasks: As our team members learned more about each other, roles naturally emerged. Our team's natural LEADER and PROJECT MANAGER, according to Jim's initial outreach to the entire class. He struggled to keep the team on task, on time, and on topic. He also emphasized the importance of positive and timely communication in any organization's success. In our virtual learning environment, our group is limited to

strictly verbal/written communication by nature. The use of words and numbers characterizes this mode of communication. For the exchange of deliberate messages, verbal communication has clear advantages over other modes. Data transmission is always a verbal procedure (Greenwald, 2008). Amber was promoted to EDITOR and PROOFREADER. The approach our team took to writing this paper was to write it in five voices, which was a major challenge. The editor's role is crucial in ensuring that the paper has a consistent tone. She's also in charge of proofreading the paper for grammar and typos. The members of the team shared a few common roles. We all took turns playing TEAM MEMBER, RESEARCHER, and WRITER. We were each individually responsible for researching our portion after assigning sections to each team member. Following the completion of our research, we were each responsible for writing our two-page section independently.

Team Responsibilities: After deciding on the organization to analyze, Jim reached out to the team and we agreed to have a conference call on Sunday December 9th to discuss next steps and to assign the work. Prior to the call Mike had sent out an email stating that he had already finished sections A & B of part 2, which was a great way to get everyone motivated on having this assignment finished early.

During the conference call, the work was broken up among the team. Mike already finished A & B, Jason was assigned C & D, Khari was assigned E & F, and Amber was assigned G. Jim offered to take all of part two, the team analysis. During this meeting it was agreed that all team members would attempt and write two pages on their parts to fulfil the minimum assignment target of ten pages if the material. We agreed that each of our sections were to be done by Wednesday night and emailed to Jim all of our work can be consolidate and given over to Amber to allow her time to finish her part of the assignment. During this conference call we all agreed that we will reassemble on Wednesday December 12th, to make sure that we are all complete with our portions and to seek assistance if required.

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Team Outcomes: Cameron, Quinn, Degraff, and Thakor (2006) cite Cameron, Quinn, Degraff, and Thakor (2006). Our TEAM LEADER received all of our two-page portions on time. He collated them and submitted them to Amber for assessment and editing, as well as to finish the summary. Everyone on the team followed through on their commitments. Our team's productivity and performance were aided by our effective organisation, role structure, and communication. There were no conflicts or arguments, and we all agreed that we wanted to do the job early and well. The whole team collaborated via great verbal communication and constructive debates.

We all discussed ideas and established a time commitment and timeline. Collaborative people have same goals, reciprocal and equal contributions, and a feeling of collective collectivity, resulting in a work atmosphere devoid of conflict and stress.

Team Evaluation: Our group may be described as a high-performing group. A high-performance team may be described as a collection of individuals with specialised responsibilities and complementary talents and abilities who are aligned with and devoted to a shared goal and who continuously demonstrate high levels of collaboration and innovation that result in better outcomes (Hanlan, 2004). Individuals on the high-performance team are highly competent, adaptable, and able to interchange their responsibilities. Our team operated in this exact manner, with favorable results. This is a decent description of our team by definition. Successful teams translate their shared goal into concrete, measurable, and realistic performance goals. Specific goals provide clear communication and assist teams in maintaining their focus on achieving objectives (Robbins & Judge, 2009).

Our time limits, which we discussed on the conference call, established clear objectives and challenged the group to ensure that Amber had enough time to assess the work and finish her segment. Difficult goals have been established to improve team members' performance, especially to avoid disappointing another team member (Robbins & Judge, 2009). Having people work in teams is almost always more productive than having them work alone (Cameron, Quinn, Degraff, & Thakor, 2006). This is especially true when you work with a team like ours, which was very cooperative throughout the whole process. We are able to contribute our own ideas to our assigned portions since we were able to work individually. Individuals who are given time and resources and are allowed to work outside of the organization's normal activities generate a lot of fresh ideas (Cameron, Quinn, Degraff, & Thakor, 2006).

Grade for the team: We've decided as a group that our effort deserves at least an A-. We finished the job on time. We believe we effectively solved the project's challenge by using the tools of this class. We were able to avoid disagreement and accomplish this project on time and in excellent quality because to organisation, structure, communication, role defining, and proactivity. Our established set of rules, which exist inside the graduate structure of our class, provide a suitable starting point for the team members. Before the

professor could clarify the approach, our team led the class in team creation. We think of ourselves as leaders. We know the paper isn't flawless, but then again, no output from any working team is. What it is, though, is an effective teamwork compilation.

Apple Inc. is an ideal company to examine through the lens of human behaviour since its founders recognised the importance of human behaviour and organised their company accordingly. They thought about their employees and the required behaviours, but they also paid great attention to the customers and their actions. Jobs kept a company going by establishing a structure, culture, set of standards, and values that encouraged creativity. He was a people and technical genius. Jobs achieved this at Apple by following seven success guidelines (his norms/values). The first rule is passion, since most individuals fail because they don't like what they're doing. The second rule is to assemble a great team; success is dependent on the ability to spot talent and the know-how to assemble effective groups. The third rule is to have vision. It's important to keep the broad picture in mind at all times. The fourth rule is creativity; in business and in practise, you must think beyond the box. The fifth rule is to learn to say no more often. It's all about the power of concentration. The sixth rule is to assist clients in realising their dreams. You don't have a business if you don't address an issue or accomplish a goal. Finally, concentrate on your marketing message (external communication). Make a big deal out of your achievements and present it in a way that others want to hear about. Don't follow the crowd or conform to the status quo. (14 O, Gallo) "Apple is an extraordinary collaborative company," Steve Jobs says. What if I told you I knew something you didn't know? Do you happen to know how many committees Apple has? NONE! Apple's teamwork is crucial. In terms of trusting individuals to do what they promised without watching them all the time, there's teamwork. Jobs created a training environment in which his employees learned about people and how to interact with them in order to get the desired outcome (sales). There is a cult-like following not just because of the product's quality, but also because of the great care taken by Apple's leaders to create and maintain their company in a way that analyses (and perhaps manipulates) human behaviour. Apple

Inc. recommendations are a little more complicated. Tim Cook is just getting his feet wet in operating and driving the company now that Jobs is gone. Consumers and workers have high expectations of those who work for them. Apple seems to be a leader in terms of structure and communication, roles and culture.

2.3 Evaluating the effectiveness of Organizational competence management at Apple.

When evaluating Apple's organisational competence management, there are a few things to consider. Apple's business model is widely regarded as the gold standard for good business management

1. Expertise is important - Apple doesn't do business in traditional silos. Instead, it forms complementary teams to organise itself. To develop a single set of product features, the hardware team may collaborate with the software, marketing, and machine learning teams. Design, hardware engineering, hardware technologies, software, services, machine learning & AI, marketing, marketing communications, operations, sales, retail, people, finance, legal, corporate communications, corporate development and environment, policy & social are among Apple's groups. The concept is that the expert leaders in each of these teams work together in a single functional group rather than in multiple divisions. Because no single function is responsible for a product or service on its own, "cross-functional collaboration is essential."

2. Acceptance of change rather than resistance - Change occurs, and businesses must adapt. While Apple has maintained a functionally centred approach to business management, it has also been willing to expand the number of groups that make up the company — the machine learning and AI group, for example, is relatively new. The concept is that by continuing to evolve as an organization, a company can remain adaptable to new opportunities and market shifts. Apple appears to believe that a multi-division approach will actually prevent such movement.

3. Business autonomy is beneficial - The thesis examines how the camera utilized in iPhones has changed over time. It states that Apple spent just six seconds on the camera

before launching the first iPhone in 2007. It's perhaps one of the most crucial features bringing in new and advanced imaging technology today. The idea is that by investing in functional expertise, Apple ends up with internal leaders who are well-versed in a certain field: For example, the camera team will be well-versed in such technologies. Because technology moves so quickly, such specialists must have both industry expertise and a strong sense of which technologies and designs will flourish in the future. After all, with technology, we sometimes have no idea which ideas will work since they haven't been market tested yet. Giving such specialists decision-making authority makes sense in that setting, since they are much more likely than an overall general manager to comprehend that aspect of the challenge.

In other words, it's part of the deal to hire world-class specialists, but once they're in place, you have to trust them to make choices.

4. Having a lot of money isn't everything - Every business has a purpose. Apple's purpose is to create, design, and manufacture the finest goods in the world. Money is generated as a result of the mission's success. However, in a highly competitive market, a concentration on short-term gains and cost targets may stifle company growth. That isn't to say you can travel to the Moon and back on a regular basis, but it does allow teams to concentrate on providing the greatest solution(s) they can within their domain. Apple's compensation scheme reinforces this by reflecting overall company performance rather than particular product sales. That's a minor issue, but the goal is to reduce the emphasis on short-term gains.

5. There are some nice walls - With that in mind, the authors write, "The finance team is not engaged in the product road map meetings of engineering teams, and engineering teams are not engaged in pricing decisions."

Teams must also have the courage of their beliefs at the same time. The article uses the introduction of the dual lens camera in the iPhone 7 Plus as an example of this, when the camera team really had to push for the feature since it would require customers to pay

more for the device. They won that argument, and customers flocked to buy the gadget in droves.

6. The rule of three - Apple looks for three qualities in its leaders: They have extensive knowledge in their field (s). “Three layers below, leaders must know the details.” Immersion in the nitty-gritty of the functions. Willingness to cooperate and argue in other functional conversations.

The concept is that leaders are highly qualified in their own fields but can also apply that expertise to others. That is why Apple's camera team is a single functional unit that contributes to the development of other goods, such as the cameras in Macs and iPads. The necessity to sweat the details may be found across the organization. It seems to provide workers at all levels of the company the ability to ‘own’ competence in their sector. (This is in keeping with Maslow's Hierarchy of Needs, since having the opportunity to gain such profound knowledge in your subject also helps promote self-respect, professional competence, and emotions of ownership and autonomy.)

7. Collaboration is essential - Across Apple, there are hundreds of specialised teams. I'd argue that the best way to get an idea of the scope of this is to look at any Apple product teardown: Glass, chassis design, materials science, memory, SIM cards, USB connections, user interfaces, AI, software, hardware, power supply, and a slew of other components are all present, and Apple has expert teams for each of them (and probably a few more that we haven't heard about yet).

When Apple creates even a single component for a product, it enlists all of these specialists who each dive deep into their individual teams' expertise — to collaborate to get the greatest possible result.

The key is collaborative debate, and if a decision can't be reached, higher-level managers are summoned to break the impasse. Given the intricacy of the choices being made, this isn't always easy to do, which is why the ability to successfully collaborate is recognised as an essential talent throughout the company's senior leadership.

8. Delegating, learning, and owning - Apple now employs 120,000 more people than it did in 2006, yet the number of vice presidents in place has only increased from 50 to 96.

This is a challenge for leadership since they must manage large teams and comprehend more details for their own sectors. The answer, once again, is to empower specialists inside teams and increase collaboration. It also necessitates some candour in terms of what a vice president knows. Apple takes a grid-based approach to this, thus a leader may describe each sector as follows: Are they learning a new domain or are they the primary decision-maker for a segment, such as product parts or a UI design element? (owning).

The grid also asks them to rate their degree of competence (high to low) and how invested they are in details. So, a teacher passing on a domain may be an expert in the subject (Keynote, for example), but no longer active in the details of continuing growth.

This isn't as difficult as it seems. In its most basic form, it means that if you're the expert and you're in charge of a certain issue, you'd better know all there is to know about it if you want to keep your job. Apple's brand identity is one of their strongest assets. Their products exude a lovely design style, affluence, simplicity, and originality. This theme was widely recognized during Apple's iPod touch dancing commercials, which were simple but bright. Apple has become one of the most well-known brands in the planet. Their brand is well-known, and with such a devoted following, any product with the Apple logo is frequently pre-ordered. Apple also sells a way of life through their brand. A creative, opulent, and streamlined way of life. This is how they promote their goods: Not as a simple toy, but as a portal into their meticulously crafted world.

Apple's profit margins are high with every new iPhone, iPod, and Mac laptop upgrade, which comes as no surprise.

This part of the SWOT analysis framework identifies Apple's strengths, which allow it to overcome weaknesses, seize opportunities, and weather threats in its technology business environment. These advantages are internal elements that are specific

to the business organization's conditions and technological capabilities. The following are the most prominent strengths of in this case:

1. One of the most powerful brands in the world
2. Premium pricing results in high profit margins.
3. Rapid innovation procedures that are founded on a lengthy history of technological invention are effective.

Apple is one of the world's most valuable and powerful brands. Because of its strong brand image, the corporation may introduce profitable new items, such as new lines of mobile devices, according to its SWOT analysis.

Apple Inc.'s SWOT analysis identifies the most significant opportunities available to the company. External factors based on the industry environment, such as the on-demand digital content market, are examples of opportunities. These elements have an impact on the strategic orientation of businesses. The following are the most significant opportunities for Apple: Expansion of the distribution network for wider consumer electronics market reach

1. Expanded and aggressive marketing to increase sales volumes in response to increased demand
2. New product lines in consumer electronics and internet services development.

Apple has a chance to broaden its distribution network. This possibility stems from the company's products, such as smartphones and tablets, having a limited distribution. It underlines the necessity to change the distribution strategy of the technological company. Apple can reach more clients in the global market by expanding its distribution network. In this regard, the corporation has the potential to boost sales volumes through aggressive marketing, particularly for mobile items.

As shown in Apple Inc.'s PESTEL/PESTLE research, this opportunity is tied to increased demand for mobile access. In addition, the corporation has the option to investigate new product lines to complement existing ones, such as online services. The company may innovate and offer new goods with more ingenuity, as it has already done

with the Apple Watch. Developing new product lines helps a company grow, especially when competing in the international market with other technology companies. As a result, despite fierce competition, this component of Apple's SWOT analysis reveals that the company has significant room for growth. According to the internal and external aspects described in this SWOT analysis, Apple Inc. has significant strengths that can be used to successfully resolve organizational weaknesses. These assets can also be used to capitalise on pos A recommendation based on the strategy highlighted in this SWOT analysis of Apple Inc. is to continue the company's aggressive and rapid product development. Imitation's negative impacts are reduced by technological advancement abilities, such as expanding the company's consumer electronics distribution network.

SECTION 3. IMPROVEMENT OF ORGANIZATIONAL COMPETENCE MANAGEMENT AT APPLE.

3.1 Ways to overcome weakness of Organizational competence management at Apple

Apple Inc. (AAPL) is one of the world's largest tech companies, as measured by market capitalization, and it continues to dominate in categories that it originated or popularised, such as smartphones and tablets. While it seems like Apple is at the top of its game, the company has a number of flaws that it must address if it is to stay on top in an ever-competitive technological landscape.

The Ecosystem That Is Closed - Many of Apple's devoted users see the company's tightly regulated software and services as a major asset, since it allows Apple to maintain complete control over all aspects of the products it creates. Overall, though, this adds to Apple's development cycle since software, security, and a slew of other details become in-house responsibilities.

Furthermore, Apple's content sales, such as iBooks, iTunes, Apple Music, and the App Store, are all subject to licence agreements. From a management standpoint, this muddles the waters as to what Apple should concentrate on.

Hardware generates the most income, but Apple's ecosystem is so restricted that it necessitates the company to participate in all of the other companies as well. Samsung should be aware of this. Samsung can concentrate on iterating the hardware and innovating on the design of its devices instead of having to police third-party apps or send out operating system updates by tapping into Android and the rest of Google Inc.'s (GOOG) ecosystem.

Innovation Speed - Apple's high product expectation for each new version or model it creates might end up being the company's worst flaw. Apple has built an incredible brand that is associated with goods that perform flawlessly and are made in such a way that they seem both advanced and natural at the same time. With such high expectations, Apple will be unable to test new goods or services without jeopardising its brand. Apple's

inability to experiment makes it more difficult for it to innovate as quickly as Google in the services space or as quickly as Samsung in the hardware space. So Apple must rely on its leadership and staff being so far ahead of the curve that even with a delayed release schedule, the company still leads the market. So far, Apple has been able to maintain its lead in most of its major product lines, but that lead is shrinking. At the same time, other tech manufacturers have picked up on the trend and are releasing updates and new models on a regular basis. For instance, Samsung's Galaxy S phone series gets a new release every year or two.

Administrative leadership - The last flaw isn't unique to Apple, but it's becoming a major issue. The issue is whether Tim Cook, Apple's CEO, can give the leadership the company need to stay on top of the gadget market. Following Steve Jobs is a difficult task, especially since his second tenure at Apple catapulted the company to the forefront of the technological industry. Jobs was responsible for Apple's main products, which continue to generate income, but the company's major post-Jobs release, the Apple Watch, has yet to wow. That isn't to say that iterations like the iPhone X or iPhone 11 Pro don't need leadership; but, maintaining Apple's reputation for visionary products may need a new sort of leadership. Tim Cook has been able to effectively lead the company throughout his time as CEO, but there is a difference between leading a company that has already established itself as a market leader and leading a company that continues to be one of the most innovative corporations in the world. Steve Jobs was a visionary, and it was his vision that propelled Apple to its current position. People like Jobs are hard to come by, therefore expecting Cook to be like Jobs is a pipe dream. However, only time will tell whether he can keep Apple as one of the world's most cutting-edge and innovative businesses.

Final Thoughts - There are hundreds of tech companies that would love to have Apple's flaws if they could also have its merits. A massive war chest, a formidable brand, and most of the infrastructure are still intact from the company's string of hit goods. That is to say, Apple must return to the level of innovation it had under Steve Jobs, or the

company would fail to meet the high expectations of its core consumers. If Apple's brand erodes, rivals will continue to shrink the gap between their goods and Apple's, eliminating the premium that Apple charges for its goods and services. Steve Jobs is no longer with us, and Apple must continue to find its way without him, something the company has battled with in the past.

3.2 Rationale for the improvement program of Organizational competence management at Apple

1. Design of Goods and Services. Apple's product design processes are managed by a variety of organizational components and official bodies. For example, a Senior VP for Mac Hardware Engineering and a VP for Mac Software Engineering are involved in the creation and manufacture of Macs. This coordination represents the nature and characteristics of Apple Inc.'s corporate structure. These VPs work with the company's Senior VP for operations to make decisions in this area of operations management. The interactions system guarantees that the outputs in this operational area are effective in allowing Apple to flourish in the creation of its technological goods.

2. Quality Management. Quality standards and controls are emphasized in this decision area of operations management. Apple Inc.'s Senior Vice President of Operations coordinates with eight other Senior Vice Presidents to guarantee that the company's quality standards are met. Product design and development, retail, marketing, online sales, industrial design, and human resource management are just a few of the areas where the company is recognized for high quality standards. As a result, Apple takes a comprehensive approach to assuring quality in order to address this decision-making area of operations management.

3. Process and Capacity Design. Support for maximizing workforce capacity for product development and design is one of Apple's human resource management strategies. In addition, the company collaborates with suppliers to guarantee effective procedures and enough capacity in this operational decision-making area. Suppliers, for

example, are given process design directions as well as the Apple Supplier Code of Conduct to improve their human resource management. Apple Inc. also pushes for innovation in its facilities to improve capacity and process efficiency. As a result, the company has a thorough approach to this decision-making area of operations management.

4. Location Strategy. Apple Inc.'s location strategy is selective, including only restricted seller authorization. Most authorized merchants, on the other hand, are located in urban hubs to maximize foot traffic and brand exposure. Currently, the company has hundreds of outlets in more than 20 countries worldwide. Despite this restricted approach to seller authorization, Apple is today one of the most profitable companies in the world, with Apple Stores earning the greatest income per square foot of retail space in the United States. As a result, Apple's selective location strategy satisfies this decision-making area of operations management.

5. Layout Design and Strategy. Apple's design and strategy place a premium on user expectations. For example, company-owned and authorized-seller storefronts are sparsely decorated to ensure that customers' attention is drawn to Apple items. This decision area of operations management is addressed at the company's other facilities via innovative office layouts that encourage creativity and streamline processes. At Apple Inc., employee creativity is a critical factor in the product design and development processes.

6. Job Design and Human Resources. Job design and human resource strategies related to the trends in relevant HR management demands are required in this decision area of operations management. Job design and HR strategies at Apple are based on Steve Jobs' original emphasis on excellence. However, under Tim Cook's leadership, the company has been gradually changing its HR strategies to reflect a more sociable workplace for optimal employee morale. To maintain continuing support for its industry leadership, Apple Inc. has mastered job design and human resource strategies.

7. Supply Chain Management. Apple's supply chain is one of the world's most efficient and well-organized. To address this decision-making area of operations management, the company employs process automation and regular supplier monitoring. This monitoring assesses supplier capacity and productivity, as well as adherence to the Apple Supplier Code of Conduct. The automation aspect of the corporation's approach to supply chain management is its main strength.

8. Inventory Management. Apple Inc. employs numerous ways of inventory management, such as the serialized approach for efficient trucking and control of items, in this decision area of operations management. The company also employs the first in, first out (FIFO) technique, which assures that the majority of older Apple product models are sold before newer ones are released to the market. Apple Store managers are also in charge of their shops' inventory management.

9. Scheduling. Apple Inc. uses a combination of automated and manual techniques to manage this decision area of operations management. In the supply chain and manufacturing processes, automation is utilized to schedule activities. Manual scheduling, on the other hand, is employed for individual Apple Stores as well as other aspects of the company's headquarters. The firm's main goal in this decision-making area of operations management is to maximize the capacity utilization of facilities, equipment, and human resources.

10. Maintenance. Apple Inc. provides dedicated maintenance teams to meet its customers' demands. For instance, the company has several maintenance teams for its many facilities. Apple's IT teams also act as management teams for the company's servers and other IT assets. The Vice President of Human Resources ensures that the company's employees have the capacity to maintain good performance at the company's facilities. As a result, Apple successfully addresses this operational decision-making area.

Productivity at Apple Inc. Apple Inc.'s operations management tracks and evaluates productivity based on a variety of factors. The company's global breadth and diversified activities translate to distinct productivity standards, benchmarks, and criteria in various

business areas. The following are some of the productivity criteria used by Apple to manage its operations:

1. Per-Square-Foot Revenue (productivity of Apple Stores)
2. Product Units per Time (supplier and supply chain productivity)
3. Timely Milestones (productivity of employees in product development)

3.3 Effectiveness of the improvement program implementation of Organizational competence management at Apple

As a major player in the computer business, Apple has seen both good and bad times. It has been a leader in computer technology in the past, but it has lately struggled to maintain its position in the rapidly evolving computer sector. Emerging technologies and rapidly evolving computer applications have led to a highly competitive corporate climate. Surviving in this profession requires the ability to anticipate changes and successfully respond to market demands. Due to the popularity of personal computers as a household item, the computer business has flourished during the last two decades.

This market is no longer exclusive to the corporate and educational sectors; computers are now a consumer commodity sold all over the globe. If Apple Computer, Inc. intends to exist in the future, it must adapt to the current business climate. This is the projects motivating factor. Training Needs Analysis is a difficult process that requires a creative, people-focused atmosphere. Based on the Apple Inc. introduction, it seems that the individuals required to prepare the Training Needs Analysis are already inside their organization. It would just be a matter of establishing the team, which might come from management or HR/Training and Development. For this to work, the process must be structured in such a way that it is both easy to use and effective. This, once again, is in line with Apple Inc. basic principle of being user-friendly. The goal of a Training Needs Analysis is to guarantee that the organization gets the best possible results. It operates in such a way that the company's training and development activities, based on the target training audience, should be planned and managed in the same way as investments are.

The Training and Development Program that will be implemented must be based on the identified training needs that have been properly identified and prioritized in order for the organization to achieve its goals.

In the first part of this project, familiarization with the chosen organization, Apple Inc., was already completed. Because the organization in question employs a significant number of people and has a global market share, the overview is insufficient in selecting what to do for training right immediately. As a result, it is preferable to begin the analysis at a higher level. The first step is to choose a starting point. Starting your analysis at a high level has a number of advantages:

a. You determine the purpose of each individual role in relation to the organizations overall goals and objectives.

b. Training can be easily prioritized based on its importance to the organizations overall goals, rather than an individual role's importance.

c. For a new project, department, or team, it enables you to identify the individual responsibilities and tasks to be undertaken by the term, as well as individuals within the term, while keeping the overall objective in mind. There are a variety of situations where training needs can be assessed, including an individual role, a project team, a department, or an entire organization. These are referred to as business entities, but they are simply organizational levels from which we can extract the training requirement. We can choose to take a high level overview of training needs from organization down to staff because the further the analysis is, the more accurate it is likely to be because we don't know where to start. For Apple Inc., the analysis to be used is chosen. This means that one of the three methods (Organizational analysis, Person analysis, or Task analysis) must be used.

1. Organizational analysis entails analyzing the appropriateness of training in light of the organization's business strategy, available resources for training, and management and peer support for training activities.

2. Person analysis include evaluating whether poor performance is due to a lack of knowledge, skill, or ability (a training issue) or a motivational or work-design issue, as

well as (2) identifying who requires training and (3) assessing workers; readiness for training.

3. Task analysis highlights the most important tasks, as well as the knowledge, skill, and behaviour that must be emphasized in training in order for employees to fulfil their tasks.

Getting a Glimpse of the Training Audience Another important factor to consider is the amount of training. The nature of the assessment will be determined by the size of the planned training program for Apple Inc., so start by calculating the size of your potential training pool. a. For a small group of people in a single department, highly informative assessment procedures such as interviews, observation, and analysis of work samples may be effective. b. You may need to utilize somewhat more organized procedures, such as questionnaires, for a group of 10-20 people or for a cross-functional group. b. Larger groups are often assessed using sampling, which involves selecting a few representative individuals rather than everyone. Choosing which analysis to do in the case of Apple Inc. would be a difficult task in general. Because there are a lot of important things that may be evaluated based on its aims, and it seems that everything has to be prioritized. However, adopting assessment procedures such as reading company documents, conducting interviews, doing observations, and filling out assessment questionnaires will assist in this area. Choosing Appropriate Assessment Techniques although a great deal of inference is needed in interpreting observations, they are sometimes considered the most straightforward means of obtaining needs assessment data. Interviews are seen to be the simplest method of gathering data for a needs assessment. Questionnaires and focus groups are two more ways that may be very useful and efficient. Verifying the outcomes of interviews with observations and document analysis is sometimes necessary. A questionnaire that focuses on seven major skill competencies: work, communication, people, eldership, customer focus, business, and analytical abilities is used to assess training requirements. Examining corporate documentation is another useful way of assessing training requirements. This provides a

more formal basis for defining the exact area that requires a solution or corrective action, or it may be used to identify areas where development requirements are lacking. Looking at employee personnel records, for example, might give important needs assessment data. Of course, in rare situations, obtaining needed documentation may be difficult or impossible. The following are some examples of papers that may be examined from Apple Inc's files:

1. Productivity Reports by Unit
2. Surveys of Customer Satisfaction
3. Reports on Communication Surveys
4. Report on Competitive Analysis

Implementing this program effectively would empower workers and increase their performance in general. These are the basic results that may be anticipated, even if it is difficult to establish or locate clearly identifiable information on how training and development initiatives led to enhanced performance, lower costs, or a greater capacity to tackle new and developing transformation challenges. The conduct of training and development program evaluations is often described in terms of levels.

One commonly used model includes five levels of assessment:

- (1) Participant reaction to the training program,
- (2) Changes in employee skills, knowledge, or abilities,
- (3) Changes in on-the-job behaviour,
- (4) The impact of the training on program or organizational results, and
- (5) A return on investment.

A Successful Training and Development Program's Determinants Effective training and development program are an essential component of a learning environment that may help Apple Inc. attract and retain people with the skills and competences required to achieve outcomes for the company's benefit. Training and training new and existing employees to fill new jobs and work in different ways will be a crucial part of the company's efforts to fulfil its transformation challenges. The ways in which people learn

and achieve achievements will continue to transform how Apple Inc. does business 20 and engage or compel people to innovate and develop in accordance with the company's goals.

Significant parallels exist between the components and dimensions of competence for individuals and organizations. It simply means that, when evaluated through the lens of competency, organizations can be established, assessed, and recognized in reference to agreed competency standards. In addition, just like individuals, an organization must be evaluated across all components and dimensions in order to be acknowledged or recognized as competent.

A variety of activities could aid development, including the creation, implementation, and/or refining of:

1. A project management and support framework that is appropriate for the project's execution.
2. A project and associated personnel professional development program that is endorsed and accredited
3. Methods, procedures, processes, systems, and tools that are best in class.

Assessment, like development, would be based on supported competency standards and a mix of external, internal, and self-assessment methodologies targeted at assuring the organization is accomplishing its business-related goals, objectives, and plans based on its endorsed strategic goals, objectives, and plans.

Recognition would be made possible either internally for the organization's employees or externally within the industry sector, market, and/or operating environment, and would be related to the achievement of endorsed competency criteria.

Core Best Practices and Critical Success Factors

Organizations must gradually address key issues considered crucial to project management and support in order to attain or improve their competency. Following extensive interaction with organizations and industry, the following Critical Success Factors (CSFs) have been identified:

1. Develop a project strategy. The organization should develop a project strategy that is in line with the organization's approved strategic plans, goals, and objectives.
2. Evaluation of the project. Projects should be formally evaluated before being included in the organization's programs and/or portfolios.
3. Project management within the operating environment, the company should manage programs and/or project portfolios.
4. Projects are supported. Within the operating environment, the organization should support programs and/or project portfolios.

CONCLUSION

In a competitive market, organizations are encountering significant problems in retaining highly trained personnel while enhancing performance and developing leadership talent from within. Competency management can assist with these and other challenges. Competence management is a company's main strength or strategic advantage. Core competences are a combination of pooled knowledge and technical capabilities that enable a company to succeed in the marketplace. A stronger employee is created by identifying a role's essential capabilities. Understanding and clearly conveying the values and skills required to succeed in that function will help the employee to focus on developing the required skills rather than attempting to figure out what is expected of them. A core skill should theoretically allow a company to expand into new end markets while still providing a significant advantage to consumers. It should also be difficult for rivals to copy. Apple has a number of fundamental competencies. Apple's processes are however designed to allow for quick invention, which is vital to the organization's growth. This resource/capability enables the firm to sustain a high percentage of innovation, which is especially visible in physical products like the iPhone. Apple Inc. also enjoys a long-term competitive advantage in terms of accessibility to consumer data, which comprises device type and model, geographic location, app usage, and so on, depending on individual users' privacy settings. Despite privacy regulations, the company's large global user base aids in gathering useful data to assist innovation, new product development, marketing strategies, business management, and strategic planning. Apple's A.I. skills additionally provide them a competitive advantage when it comes to providing simple and effective services. For instance, the business develops A.I. for programs like Siri and associated capabilities. The company's global distribution network is likewise considered as a core competency. Apple Inc. maintains a long-term competitive advantage primarily via its global network of strategically located authorized distributors and merchants. This network streamlines the company's strategic plans and endeavors to reach out to target consumers throughout the globe. Business process automation is among Apple's non-core

competencies that is significant however widely used in the industry, as well as many other sectors and marketplaces. Competitive employee remuneration packages are another feature that helps the organization keep a qualified professional workforce that allows for quick innovation. In Apple's case, nevertheless, such competence is indeed a non-core competence because other technical businesses, including Amazon, Google, Microsoft, and Intel, also include comprehensive employee remuneration packages. Several organizations in the computer technology, consumer electronics, including digital/online services industries, in contrast, have comparable people management capacity to understand innovation. The diversity of the firm's product range is indeed a sign of deliberate attempts to reduce the firm's vulnerability to per-market risk. These strategic resources are vital, but according to Apple Inc.'s study, these are really not the primary concern.

How Apple's corporation preserves its competitiveness in the face of marketplace difficulties as well as organizational issues is managed as a key competence. These sustainable abilities provide the company with long-term competitive advantages that it may employ to assure a profitable future while addressing present issues. For example, despite the aggressiveness of Samsung, Huawei, and LG, among other consumer electronics manufacturers, to stay competitive, Apple leverages its brand and capability for quick innovation. Apple Inc. is also focusing on corporate diversification and potential strategic changes for long-term competitiveness based on technological innovation. Apple Inc.'s operations are now concentrated on consumer electronics and online/digital goods, which are the company's primary sources of income. The company's competency plans, on the other hand, already involve major prospects to expand the firm into other sectors or markets. For example, artificial intelligence and robotics markets, as well as autonomous and self-driving automobile markets, are gaining traction. These potential need Apple strategically positioning the company to deliver technologically advanced goods that position the company as a major player early on as these other sectors and

markets grow. The emphasis on technology innovation and adaptability has produced a push to respond more quickly to seize possibilities.

To create a balance between power and current structure and culture, Apple should distribute some power and decision-making authority at all hierarchical levels. Apple should also encourage employees to discuss and share information and knowledge that will benefit both them and the company in the future.

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