A Study on the Role of Tim Cook's in the Apple Inc. with High Creativity and Market Adaptability:Focus on Tim Cook While Comparing Tim Cook with Steve Jobs

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Abstract
Apple, the world's leading high-tech company, was leading the smartphone revolution in artificial intelligence and Steve Jobs, Apple's CEO, had been recognised as the soul of the company, but in fact, Jobs' personal characteristics and approach had shown that this success was not very sustainable as his strengths and weaknesses could easily cancel each other out in his first stint at Apple. When Jobs began his second stint at Apple, with the addition of Tim Cook, who mitigated the impact of Jobs' flaws[1]and continued to integrate the leadership, human resource management and business operations that Jobs was not so good at, Apple ushered in an era of industry dominance. However, the general public perception of the IT industry and many commentators were unclear on this matter, giving a great deal of credit to Steve Jobs, the symbol of Apple, and ignoring Tim Cook's job of ensuring that Apple's good operations and the ability of its product designers were not adversely affected by Jobs' death.

1. Preface:

Although Jobs was a genius in product design, there were many disadvantages and conditions that could be brought to bear on business affairs due to psychological defects, and Apple's success only really began after the introduction of Tim Cook as Apple's COO when Jobs was back at Apple, and based on the steady management of Tim Cook and the progress he has made in the development of corporate CSR, the Apple brand is growing independent of Jobs personally. Based on the steady management of Tim Cook and the progress he has made in the development of corporate social responsibility, the Apple brand is growing independent of Jobs, and Apple's performance and competence are achieving results that were unimaginable even during the Jobs era.

In response to these events, this article reviews Apple's history and achievements, compares Apple's experiences and operations in the Jobs era with those in the Tim Cook era, analyses Tim Cook's different approaches, policies, values and personal background from those of Jobs, and explores Tim Cook's management practices and their mechanisms from Apple's perspective, and how they have played a role in leading Apple to deeper growth and maturity, differently from Jobs. Exploring Tim Cook's management practices and their mechanisms from Apple's perspective, and how they work for Apple in a role that differs from that of Jobs but is leading Apple to deeper growth and maturity.

Thus, through the part of the discussion in this paper, first of all, while considering the events of the various measures that Tim Cook has taken and is taking to succeed and change the Jobs era, he points out the events of specific things that make Apple have vitality, and infers that these things bring about Apple's vitality. The mechanisms by which these things bring about Apple's vitality are deduced and discussed. Next, the mechanisms of Tim Cook's influence on Apple will be discussed by listing the individual work styles and values of Tim Cook in each section.

In the discussion "Succession and Transformation in the Steve Jobs Era Based on Tim Cook", this paper examines the "mechanisms by which the talents of product design team members are fully utilised", "Tim Cook's continuation of the day-to-day administration of the Jobs era", "the apparent transformation of Apple's corporate culture in the Jobs era", "the importance of corporate social responsibility", "respect for users", "the importance of collaborative partners and their own human rights", and "efforts to transform the cultural racism that Steve Jobs loved". Here are the specific actions that Tim Cook has taken in terms of "making a visible transition to the Apple corporate culture of the Steve Jobs era", "emphasising corporate social responsibility", "respecting users", "valuing human rights for collaborative partners and ourselves" and "working to transform the cultural discrimination favoured by Steve Jobs", matters that are "Apple is making a visible transition from the corporate

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[1] Leander Kahney 2018 year Tim Cook: The Genius Who Took Apple to the Next Level (2019 year Chinese Translation by 李世凡'shi fan li' 梁德馨'de xin liang ' CITIC Press Corporation

culture of the Steve Jobs era". That is, an exploration of the mechanisms of the two aspects of "Apple is undergoing a visible transformation from the corporate culture of the Jobs era and has inherited the dynamism of the Jobs-era Apple".

Next, Tim Cook's personal character and philosophy developed as a gay man and his focus on the public good and supply chain are discussed as individual theories of Tim Cook's values and work personal characteristics, and the mechanisms by which Tim Cook's values and work personal characteristics influence Apple and general corporate management are analysed and clarified. The mechanisms by which Tim Cook's values and work personal characteristics influence Apple and management action in general are analysed and clarified and developed as a general theory of the influence of Tim Cook's values and work personal characteristics. Furthermore, in Tim Cook's corporate mission, the status of Apple's corporate mission in the era of Steve Jobs is reviewed and presented in comparison to the status of Apple's corporate mission in the era of Tim Cook, and the mechanism of Tim Cook's Apple corporate mission's influence on Apple's growth is analysed. The mechanism of the influence of Tim Cook's mission on Apple's growth is analysed and explained. From this, an attempt is made to elucidate the mechanisms of the deeper influence of Tim Cook's personal values and personal traits at work in the process of succession and transformation of the Steve Jobs era.

Finally, it is divided into four categories: (1) "the sense of meaning in work and employees' spiritual desire for personal growth" related to the corporate mission and social value orientation, (2) difficulties in the supply network and solutions under Tim Cook, (3) leadership excellence and aptitude, and (4) mechanisms of events occurring at the level of organisational climate and organisational culture. The paper summarises and summarises the impact of Tim Cook on "Apple, where high creativity and market aptitude endure" with managerial characteristics that conflict with those of Steve Jobs, re-evaluates Tim Cook's role, identifies his key actions and provides a summary of the impact of Tim Cook on Apple, which can be divided into four categories in a good way: 1. It is his strengths, which are visible and work well with his superior personal qualities, that Apple has been on a moderate and successful path since Tim Cook joined the company, and that even after the death of co-founder Jobs, who was almost the key to Apple's success from the outside world, Apple did not fall as the outside world predicted, but instead, turned around and grew more meaningfully and matured more significantly. It has grown and matured profoundly and significantly, and is acquiring unprecedented great achievements.

2. Main Text:

Chapter 1: Problem statement and introduction

(1):

The differences between the personalities and preferences of Steve Jobs and Tim Cook, each embodied in their own personal style in the changing management strategy and corporate culture of Apple, have attracted the attention of management studies and the IT industry, but this attention and research has been biased towards personal biographies, focusing mainly on Apple itself, with few perspectives on analysing the behaviour of the two men. The difference between Tim Cook and Steve Jobs lies in the phenomenon of Apple's healthy growth by Tim Cook, and the mechanisms that existed after this phenomenon. However, the difference between Tim Cook and Steve Jobs is the phenomenon of the healthy growth of Apple by Tim Cook, and the mechanisms that followed this phenomenon, which are usually not sufficiently evaluated.

It is instead necessary to conduct research to identify the decisive assistants and management presided over by Tim Cook that made Steve Jobs' career successful, as well as the leadership and role played by Tim Cook in making Apple original and commercially successful after Jobs' death, and to discuss such matters as a subject so as to consider the hypothesis that "it was Cook's particular qualities that played a key role in Apple's success".

Starting with a contrast between Apple's 'history when Tim Cook was not with the company' and 'Apple's history since Tim Cook joined', Tim Cook is analysed from the perspectives of business administration and industrial psychology, considering management under Jobs and his own management, and management of Jobs' own management, respectively. With analysis from an industrial psychology perspective, Tim Cook's contribution to Apple is reassessed, clarifying as much as possible the mechanisms of importance that his own methods and approaches serve.

As a revolution in the IT industry initiated by Steve Jobs, and as the standard model for Apple biographies, many journalists and biographers have focused their attention on Apple, mainly in the form of personal biographies of Steve Jobs and Tim Cook. There are also many books named after "Steve Jobs" and "Tim Cook" that attempt to explore the personalities and business methods of these two men. In addition to biographies, previous research papers on Apple's marketing strategy, promotions, and product strategy, I now try to systematically examine Apple's history from an Apple-centric perspective, assess the differences between the Steve Jobs era and the Tim Cook era, and examine the roles of these two people and their business attitudes, and examine the roles of these two people from a holistic perspective, and their importance to the management methods of Apple that are "still successful today", which is relatively rare in the past.

In addition, in recent years, An Organizatioal Analysis on Apple" (Mayesha Tasnim 2018, European Journal of Business and Management), and a paper by former Harard Business School (Harvard Business School) Professor Joel M. Podolny and Morten T. Hansen, former Professor at the University of California, Berkeley, entitled "How Apple Is Organised for Innovation" (Harvard Business Review, 11-December 2020), " Comparison of Strategic Leadership : Steve Jobs and Tim Cook" (Hyeonjoo Kim 2020). (Hyeonjoo Kim, Business and Management Studies, September 2020), and "Comparison of Strategic Leadership : Steve Jobs and Tim Cook" (Hyeonjoo Kim, Business and Management Studies, September 2020), which discusses Apple's functional structure and how members of Apple's management team innovate in R&D, what kind of environment Apple's team work, and how Steve Jobs' and Tim Cook's teams work. The study also looks at how Apple's teams work, as well as comparing the leadership of Steve Jobs and Tim Cook, both of whom have transactional and transactional leadership. Although the role of Cook's management style as a significant and positive influence can't yet be fully assessed from Apple's perspective, the management styles of Steve Jobs and Tim Cook have been systematically compared and contrasted.

(2):

This paper adopts the research method of literature research. Based on the authoritative biography of Jobs and Tim Cook, on the online page on Apple's official website that discloses Apple's activities, and on the basis of articles and reports in official media that mention the historical facts of Apple's management, this paper systematically organizes the overall picture of the management of Jobs and Tim Cook, especially Cook, and analyzes the management style of Jobs and Tim Cook. At the same time, it is also necessary to find out whether Tim Cook's management characteristics have become an important advantage and influencing factor in Apple's development, and what explanatory models of previous theories can explain the mechanism of these influencing factors. That is to say, while constructing the general picture of the historical facts of the managerial acts of Jobs and Tim Cook by the methods of journalism and history, and constructing the general picture of the historical facts of the managerial acts of Jobs and Tim Cook on that basis, it is necessary to refer to the theories of sociology and psychology adopted in business administration or management studies, and to bring up the theories of sociology and psychology adopted in business administration or management studies at its own convenience and convenience. When it is possible to interpret the matter of the general picture of the historical fact of the managerial acts of Jobs and Tim Cook, and the theory of sociology and psychology adopted in business administration or business administration applied to it is brought out according to its convenience, and different concrete things become the object of inquiry, according to the historical fact of different concrete things (naturally) different theories of application are brought out and used. When different concrete things become the object of inquiry, different theories of application are brought up and used according to the historical facts of the different concrete things (naturally). In this way, while drawing a general picture of the managerial characteristics of Jobs and Tim Cook (management style and some of the personalities related to management style, etc.), the 'influence on Apple' coming from Tim Cook is explored.

(3):

About to "Introduction to the structure of the paper" in the chapter 2 of this paper, the discussion of this paper is preceded by a retrospective summary of Apple's history and achievements, which provides a summary of the history of Apple's founding, the achievements of Apple, and the lessons Apple has experienced. I will then present the Apple of today, the Apple of the Cook era, and provide clues to the question "What role did Cook's Apple play in making the Apple of today compared to Steve Jobs' Apple?

Chapter 3 continues the theme of the previous chapter with "Apple's past challenges and Apple's top management response" and forms part of the "Summary of the Apple Growth Story" that seems to precede the discussion, pointing out the pioneering role of Jobs in the process of Apple's growth and the important role he played in paving the way fundamentally, as well as his character flaws and mistakes and the latent risks they brought about. While fulfilling the important role of opening the fundamental path, the character defects and mistakes of Jobs and the latent risks they brought about are pointed out, and a clue is prepared to derive "the key action of Cook", which is the thesis of this paper, as the problem consciousness.

Chapter 4 gives a preliminary overview of the theories cited in this thesis, summarising the parts of the theories that have been published and disseminated in textbooks as 'theories of citation' and the theories that have not yet been disseminated in textbooks and are somewhat new research results as 'studies of citation'.

In Chapter 5, in the first section "Succession and Transformation to the Jobs Era According to Cook", in response to the theme of "Succession and Transformation to the Jobs Era Based on Cook", while considering what Cook did and what measures he took and the various specific things he did at Apple, it is necessary to consider the following The theories pointed out in the preceding theory "Work and Meaning Realisation" (Masao Karimata, Management Research, 2007), the theory of corporate social orientation pointed out by Tooru Hyakushima in the Nissei Foundation Research Institute, and the definitions of knowledge management, corporate CSR, leadership assistants, value chains, basic principles of management and coordination, as well as The book explains Cook's methods and mechanisms while referring to preceding theories, such as theories

related to the interaction type and change type of leadership, and analyses the differences between them and the case of Jobs, and analyses the effects that actually match the facts of Apple's growth while they should logically arise from such differences between Cook and Jobs. The effects of such differences between Cook and Jobs, which should logically arise from them, were analysed and deduced.

The "Inheriting the vitality of Jobs-era Apple" theme section considers what specific activities of Cook's could inherit the vitality of Jobs-era Apple or make Cook-era Apple even better." The thematic section on "Apparent changes to the corporate culture of Jobs-era Apple" considers which specific activities of Cook's could carry on the vitality of Jobs-era Apple or make Cook-era Apple even better. The section on "noticeable changes to the corporate culture of Jobs-era Apple" goes on to examine which culture of the Jobs-era Cook changed, which effects were achieved through which mechanisms, and how the effects of existing changes were achieved through which mechanisms, based on "specific things Cook did that have been examined separately"

Section 2 of Chapter 5 responds to the theme of 'The influence of Tim Cook's personal values and work personal characteristics during the succession and transformation to the Jobs era', Firstly, in "Tim Cook's values and personal characteristics at work", the personal values and personal characteristics at work that influence Apple are discussed from three perspectives. The three perspectives are 'the Tim Cook aspect of helping the disadvantaged and compassion shaped by his homosexuality Cook's stance', 'his attach importance to the common good' and 'his attach importance to the supply chain'. This paper therefore explains how Cook's values and work style, as a foundation, affect work in the following 'General discussion on Tim Cook's values and their impact on individual characteristics of work'. So, in "General discussion of the impact of Tim Cook's values and personal characteristics of his work", instead of following up on everything Cook has done, this paper analyses the impact of Cook's three-dimensional entirety 'values and work style' on Apple's strategy, maturity, business, and corporate organisational culture in its, sometimes comparing it with Steve Jobs, sometimes focusing on Cook's characteristics, and analysing Cook's The impact of Cook's values and work style on Apple's strategy, maturity, business and corporate organisational culture.

Chapter 5's Section 3 presents a preliminary description of Steve Jobs' corporate mission under the theme of "Cook's Corporate Mission", and then points out the events and mechanisms by which the source of Apple's corporate mission has changed under Cook's leadership since the death of Steve Jobs, who was once regarded as a symbol of corporate mission. Explore and explain the mechanisms of Apple members' sense of work meaning that have been supplied because Apple under Cook has made corporate CSR a corporate mission. Furthermore, the relationship between the sense of meaning of the mission supplied by corporate CSR and the creativity of product design, and the role of the mechanism of the sense of meaning of the work of Apple members, which has been supplied by Apple under Cook in the connection between 'the sense of meaning of the mission supplied by Apple CSR under Cook' and 'the creativity of Apple products in the Cook era', is also analysed by the paper. The role of the mechanism of the sense of meaning of the work of Apple members, which has been supplied in the case of the mission of Apple under Cook, is also analysed. The third and final section of this chapter explores how Apple's developing corporate CSR in the age of Cook is driven by the differences between Cook and Jobs in terms of values and business concepts, and looks at Jobs' and Cook's philosophies from the perspective of job meaning making and knowledge-intensive industries to illustrate Cook's greater more suitable.

Chapter 6 as conclusion, divides the main thrust of the thesis' arguments into four categories: 'the handling of supply networks', 'the effect of leadership', 'the intention of corporate mission and social values', and 'the impact on organisational culture and climate', and compares the situation of Jobs alone without Cook with the situation where Cook plays a major role, and thus concludes from this that the key role in Apple's success lies in Cook's low profile and the rare qualities in terms of corporate management, human nature and social value aspirations.

Chapter 2: Apple's history and achievements
This chapter is a retrospective summary of Apple's history and achievements under the theme of 'Apple's History and Achievements', as a ground-breaking before the real analysis, after summarising the history of Apple's founding, its achievements and lessons learned, a brief introduction is given, raising the issue of 'Jobs' Apple and 'Cook's Apple', which provide clues for the discussion of the paper. Next, the "Apple of Today," the Apple of the Cook era, is also introduced to provide a clue to the question, "How does Cook's Apple differ from Jobs' Apple, and what role does Cook's Apple play in the Apple of today?

Section 1. History of Apple's Founding
The creation of Apple was indeed closely associated with Steve Jobs' rebellious nature and revolutionary ideals, and the product design of disruptive innovation, which was initially the concept of Apple, was closely tied to Jobs' personal coloring. Steve Jobs was left behind by his birth parents from infancy, and unconsciously, trauma is secretly buried and hidden, he grew up with some problematic inclinations, and after he had already been truant from school in elementary school because of his complaints about the tasteless classes, his adoptive father

gave him an important environment of acceptance and understanding, and his school teacher was said by him, "Listen, my son Steve Jobs, if you can't get him interested in schoolwork, then the mistake is on your side". The child Steve Jobs was full of rebellious spirit, but his original personality of aspiration for his own perfection and interest was cultivated in a good receptive environment[1]

On the other hand, the complex that was left behind by his birth parents and buried unconsciously was prompted by a neighborhood girl when Jobs was in kindergarten, "So you were abandoned by your father and mother," his the complex had been turned to a psychological trauma, Jobs was angry and abandoned, asking his adoptive parents if it was true that his birth parents did not love him, but they did not properly trace his traumatic experiences back to the time when he was born, and they did not understand and admire his intelligence and his feelings toward young Jobs before he was born. But they ransforming themselves and transforming themselves into an environment that is more intelligent and appropriate for the intelligent Jobs. Even as a child, Steve Jobs' future personal style and management style of Apple could be seen in its infancy.

It is intelligent, but with high demands on the intellect, and it masks its trauma with exceptional talent, made it less tolerant of less-than-perfect outcomes, he is exceptionally talented, but also demanding of their colleagues, ensuring that they realize the best of their talents and do not tolerate the presence of members who are not as good as they could be, It would be jolly to create a "brand that is both art and business" with the outstanding creativity of genius, but if not, it would be cursed as a waste, such a 2-division. Coexisting with "holding the vision of great ideas, breaking the vision of ordinary people, and bringing subordinates into the best state of effort with charm, foresight and charisma", if the results corresponding to the design level corresponding to the realization of such great ideas cannot be achieved, it is like the state that "covering up psychological trauma with great art + commercial creativity" is given the wounded gap, so Jobs' persecution and cold temperament rooted in the spiritual world due to childhood trauma will attack, and members of Apple will be cruelty attacked and humiliated.

Around 1975, Jobs, who was working as an engineer at Atari, then a major video game company, recruited his friend Wozniak, who worked at Hewlett-Packard, and together with another man, Voin, they plotted to create a new company in accordance with Jobs' product design philosophy, which was then called "Apple". They planned to name the company "Apple", after the apple orchard where Jobs had always been fond of eating apples. The following year, on April 1, 1976, Apple was founded and released its first product, the Apple[2]

At that time, even though Jobs was one of the co-founders, he did not have much experience or knowledge of management, and Apple was managed mainly by Michael Scott and others even from the beginning. Scott took over as CEO in February 1977, while Jobs was only in charge of a few product projects. However, from the first "Apple I,", because his design concepts and Wozniak's electrical technology have made Apple a star company with great success, Jobs has always been one of the key leaders for Apple.

Section 2: Apple's Development Footprint
From the first "Apple I," Apple began a hardware revolution in the IT industry that has had a profound effect on the company until now.

Until the publication of the 'Apple I', people did not have the concept of a personal computer and the practice of owning a personal computer as that is being known it today. At that time, computers were large machines like that, mainly used in government, research institutions and large companies, applied to complex large-scale work, and computers at that time were usually large, factory work machines, so unconsciously from such an image influenced the human imagination, no computer applied to the concept of no computer applied to small-scale work, such as domestic work and personal life in personal work. In personal life, like Atari at that time, a small part of the functions of the computer was extracted to was enjoying the game machine.

However, Steve Jobs who worked at Atari, got the innovative idea that some of the functions of the mainframe computer could be applied to the game console due to Atari's game console, so that most of the functions of the mainframe computer could be extracted and easily applied to various personal lives or to personal work or to small work while including the performance of the game console. In addition, there can be a small computer that can be applied to the field of education or to the office work of small and medium-sized enterprises as an office supply for each person.

The revolution that started such a hardware paradigm in the IT industry, to the extent that it resulted in the elimination of game consoles in favor of personal computers, was gushing out in a tremendous wave of the times around 1977, the first personal computer launched in 1984,opening the era of personal computers with the first Mac computer.

Afterward, computer sales and new designs have become mainstream in the IT industry, with Apple products becoming popular across the world for the first time. With the development of the Mac series, Apple

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[1] By Walter Isaacson, 2011 year "Steve Jobs:A Biography" (A) Kindle electronic edition
[2] Walter Isaacson, 2011 year Steve Jobs: A Biography (A) Kindle Electronic edition

has the largest profit in the United States at the time. With the development of the Mac series, such as the design of menus for various functions to display as icons on the desktop screen of modern personal computers for easy, intuitive and visual operation, etc., many of the innovations that are paradigmatic in today's personal computers began with the first generation of Macs. It was through the first generation of Macs that Apple's innovative creativity could already was seen in its first success.

After 1984, Apple continued to design and produce a series of personal computers, but his initial success did not last，his design philosophy became increasingly inconsistent with his business goals, particularly with regard to "designing a particular product culture, or making a profit"，so he exited from Apple. Later, in the market competition, Apple inherited the closed product system and production system designed by Steve Jobs, but also lost the fresh design concept of Steve Jobs which played a corresponding complementary role to it. The paradigm of IT industry was dominated by Microsoft, and the systems and components were interchangeable, making the company gradually lose in the mature market competition. The paradigm of IT industry was dominated by Microsoft, and the systems and components were interchangeable, making the company gradually lose in the mature market competition,made the company gradually lose in the competition of the mature market and was once on the verge of bankruptcy.

With the launch of the smartphone series, iPod and iMac also started to raise the curtain as disruptive innovation and continuous innovation, respectively. iPod, as a product that was originally conceived and designed by Apple's R&D team to integrate the high technology of IT and music in a convenient way, has revolutionarily started to approach the age of MP3 and MP4, putting an end to the CD era. The iMac, on the other hand, was a smartphone developed by Apple itself, which revitalized and reintroduced the personal computer, a product that had already been lost and distanced from personal and family life, and made it fashionable once again and once again become popular.

Besides iPod and iMac, iPad, Apple.TV, Apple.Watch and their designs are also representative of Apple's innovative creativity in the IT industry, and have formed a huge purchasing frenzy and remarkable fashion phenomenon at the time of their publication. It has also led to the climax of the positive image of Apple's brand culture, such as brand loyalty (how loyal consumers are to the brand and how long they will continue to purchase), perceived quality (the quality perceived by consumers of the brand), familiarity, and first-class products, and has opened the digital and mobile They were the products of the iMac and the iPhone. These are the achievements that make Apple products themselves fashionable in IT, just as the iMac and iPhone product series.

In other words, the fashion and paradigm of the IT industry has been firmly led by Apple until now, and until January 4, 2022, Apple's market capitalization exceeded $300 billion[1], becoming the highest market capitalization company in history, equivalent to 10 times the market capitalization of Toyota, the largest company in Japan. In terms of operating revenue, Apple's final profit increased by 20% to $34.6 billion, and both profit and market capitalization have reached record highs[2], continuing to achieve unprecedented success. Both Apple and its products continue to firmly hold the paradigm and leadership position in the IT industry.

The above mentioned are the explicit achievements of Apple. Behind these explicit achievements are some underlying achievements, namely cultural contributions to management philosophy like intangibles and basic styles of human lifestyle, which are management principles related to Apple's product design and brand culture.

Apple's management philosophy is, from Steve Jobs' proposition, to treat product branding not only as business but also as art and corporate culture with aesthetic and modesty, while tending to be blunt and obtuse towards the banal and mundane, often boldly full of rebellious spirit and rejecting the mundane. Because the hippie's rebellious spirit has low tolerance for mediocre ideas, the words of this spirit are more suitable for creating the brand art of great products, leading and creating a brand consumer culture with rebellious original charm, and artfully creating designs for commercial transactions and customer consumption than for making money. And the formulation of Apple's business strategy is the question of how to create the best products. And Apple's business strategy formulation, whether under the leadership of Steve Jobs or Tim Cook, is relatively less focused on analysis in terms of strategy, but more focused on paying attention to product designers, giving a sense of mission to design products of good quality and taste, rather than putting managers who are good at marketing above product designers, as is the common practice of companies, paying attention to product designers and giving a sense of mission to design products with good quality tasteful products with a sense of mission and encourage the intuitive creativity of the R&D team.

So, while guiding the refinement of a highly simple artistic sense recognized by customers, let the value of "interweaving a highly artistic sense of organized humanity with high technology" is generated from the R&D team. Apple has the intangibles that allow for flexible which multi-directional access to diverse markets, and the

[1] NHK:米アップル株価 時価総額が初の3兆ドル超え 投資資金が集中(Apple's market capitalization exceeds $3 trillion for the first time in the U.S. Investment funds are concentrated
)https://www3.nhk.or.jp/news/html/20220104/k10013413901000.html
[2] same as abovehttps://www3.nhk.or.jp/news/html/20220104/k10013413901000.html

intangibles are difficult for competitors to imitate. Because the core concept of being at the intersection of humanity, artistry and high technology that Apple's products have a strong color of convenience, and the icon and App Store which have become the paradigm of IT product usage style, which are shaped by Apple.

Section 3: "Setbacks and Lessons Learned" from Apple's Experience
From the beginning, Apple demonstrated its originality and specialness as a brand to the market through disruptive innovation. While Steve Jobs himself brought the idea of disruptive innovation and a sense of design that fostered Apple's creativity, his irreverent attitude and overly competitive stance led to excessive conflict within Apple's management and a history of inability to integrate with the market. However, his arrogant attitude and overly competitive stance led to excessive disputes within Apple management, and he has a history of being unable to integrate with the market.

Among the setbacks and lessons learned was that Jobs and the sixth CEO, John Sculley, had gradually traced their relationship from close friends and colleagues to a bad personal relationship that had turned them into enemies[1], make damage to Apple's management team, and coupled with the famous dispute between Apple and Microsoft over mutual litigation, was the most serious setback and lesson learned in Apple's history, which at one point contributed to the company's sinking or collapse[2], this is can be said most serious setbacks and lessons learned in Apple's development history.

From the beginning, there was often a conflict between Apple's management and co-founder Jobs, who was a symbol of the organizational culture of product design, over basic business principles and specific marketing strategies. In other words, the values of the Apple organizational culture represented by Jobs and the Apple paradigm (the world view of business and the rules of knowledge and thought) represented by Apple management at the time were increasingly out of harmony during the 1990s and into the 20th century, The conflict between different parts of the organizational culture at the abstract level eventually erupted at the specific level of the organizational culture, namely the "code of conduct", and led to the removal of Jobs, This as the reason led to a major change in Apple's organizational culture, and the loss of a special culture that could be called the soul of the company, from the sharp vision of "creating a product and brand culture that can change the world" to "inspiring members in this field" which corresponded to the organizational culture and values, led to gradual losses and a crisis of bankruptcy, and gradually lost money and went bankrupt.

In addition to these, Tim Cook had too much "end-to-end" philosophy in the time before he joined Apple, and it ended up being a closed system with everything from production lines to software "end-to-end", which increased costs and made it less interchangeable with parts and software from important IT supply chain partners such as Microsoft and Sony. In the 90s of the 20th century, Microsoft and Sony took the lead and consumer users mainly used software and components such as Microsoft and Sony's operating systems. With the frequent upgrades of Microsoft and Sony software and components, consumers who were mainly Microsoft and Sony users, once they purchased Apple products (especially Apple PCs in those days), which were excessively "end-to-end" and closed systems, would cannot upgrade to new and better performance. So the users of Apple PCs have become more and more separated from the mainstream market, and Apple's brand culture has drawn a gap with the mainstream of the IT market, and Apple has been the cause of the gap. Apple had lost its leadership to the market paradigm across the 90's of the 20th century, and was totally dominated by Microsoft during that period[3].

After that, the "end-to-end" closed system that created a lot of cost waste abandoned the self-sufficient production line and entered the international division of labor supply chain, which greatly improved the efficiency of resource utilization, but because of Jobs's psychological problem as Fastidious disease that like "not allowing others including users to break into the narcissistic self-world", the "end-to-end" blockade system was still overly insisted on, and even the iPhone case had nothing to do with software security. Let it make it impossible for users to open it or users themselves to replace as much battery as possible, although Jobs did this, very self-enjoyed, but also by the user's repulsion, even if the iPhone case is made into a completely closed system, although outside of Apple's store, the iPhone case cannot be opened, but there seems to be no survey data and reports to indicate that this is welcome.

Finally, even after he returned to Apple and ushered in the Jobs era at Apple, he still showed excessive irreverence and provocation, showed excessive sharpness and toughness towards users, downplayed environmental protection, censored users, and publicly declared discrimination and prejudice against sexual culture in his personal and business management, inviting significant human rights and political criticism, without the timely correction of Tim Cook since 2012, If Apple continues the culture dominated by Jobs' stubborn and defiant and dictator's personal style, Apple will face increasing cultural resistance and political sanctions at a time when the IT global giants are becoming a threat to democratic society, and most importantly,

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[1] Walter Isaacson 2011year Kindle electronic edition of 'Steve Jobs: A Biography (A)' MINEUMSA Publisher
[2] Walter Isaacson 2011 year Kindle electronic edition of 'Steve Jobs: A Biography (B)' MINEUMSA Publisher
[3] Walter Isaacson 2011 year Kindle electronic edition of 'Steve Jobs: A Biography (A)' MINEUMSA Publisher

due to the nature of Jobs, he hasn't friends whom as business allies, poor business relations with other IT industry giants such as Adobe and Jobs, and strong competitors such as Google. Taken the unprecedented success of Jobs who was unprecedented in Apple's mobile revolution, his personal dictatorship within the company and his attitude outside the company, his basic personal characteristic of "irreverent and provocative attitudes and ideologies of human rights and freedoms", will become clearer. If this has happened in the past, Apple is likely to be overwhelmed by the backlash that comes with these flawed situations.

Section 4: Jobs' Apple and Tim Cook's Apple
After Tim Cook took over as Apple's CEO, Apple's irreverent business style immediately began to show clear signs of change, becoming more consumer friendly, and more concerned with convenience, universal design, and respect for human rights. They began to issue sincere apologies for the inconvenience caused to users by the failed design of their products (e.g., the original Apple Map), and for the first time, they began to show a moral force that had not been seen in the Jobs era.

In Jobs' Apple, while facing the outside world with a challenging attitude, it controls the internal organization through formal and correct procedures to set rules, such "legal control" color is relatively weak, rewards and punishments and measures are implemented by Jobs' personal authoritarian control, in Jobs' Apple corporate culture, Apple's corporate culture in control activities, such as the traditional color of patriarchy, and Jobs' own "Reality distortion field" [1]and he attracts everyone with charm, The color of such a tendency is strong. And, hostile competitive relationships between different program teams within the company were also demanded and encouraged by Jobs, making the stress of the work environment less controllable. As for the products, divergent and creative, new product areas with brand new designs and brand new usages were gradually pioneered. On the other hand, Apple under the leadership of Jobs sought to refine design to the best of its ability, but in order to achieve this goal, it did not give enough importance to issues that cause environmental pollution, and it also lacked respect for workers' rights due to Jobs's provocative personal character, a problem that has been criticized.

In Jobs' Apple, although everyone has to respect Jobs' personal authority, if it is only loyal and flattering to Jobs' personal views, it is also not allowed, everyone must be loyal enough to his personal authority and power, but logically challenge his personal views, this is the unspoken rule, in Jobs' Apple, other managers will often argue with him, and then be unjustifiably insulted by him, only to get his reward or encouragement the next day or so. Under Jobs, the different project teams are forced to compete with each other, and communication among them is biased toward the parochial interests of their own project team rather than toward promoting each other, making for a highly stressful environment.

In terms of the company's human resources structure, Jobs' Apple presents an arrogant traditional white society, disdainful of diversity, although it pursues diversity and diversity in the opinions of members, but there is basically no such requirement in the human resources that provide opinions. Jobs' Apple employees were typical of the "old white male" structure at the upper of traditional white society, and were happy with the condition.

Regarding the diversity (pluralism) of human resource composition, at the Hyeonjoo Kim's paper "Comparison of Strategic Leadership : Steve Jobs and Tim Cook"[2] ,the matter also was mentioned, the problem had already become more and more important in the era of Jobs, but the problem was relatively improved by the era of Tim Cook.

On the other hand, in terms of the external treatment, Jobs' Apple seems to be very empathy for the users of Apple products, and while it often tries to fully perfect the product design from the standpoint of the users' product use experience, it shows arrogance toward the dignity of the users' individual rights, freedom of choice, etc., and it seems that Apple is looking down on the users from a high position of opening a brand new world. It seems that Apple is looking down on users from a high position of opening a brand-new world, leaving sharp and hard impressions as if Apple is still wiser than users who seem to be the savior, and never apologizes once for any defects or mistakes in the product. Even if there was a defect or mistake in the product, there was never even a single apology.

In addition, Jobs' Apple either expressed an irreverent attitude that reflected Jobs' personal character when it came to corporate social responsibility such as labor rights and environmental protection, or always liked to make tough excuses, although it seemed to have begun to reluctantly compromise and improve under the condemnation of corporate social responsibility. Moreover, on the "value of equal treatment of user value", Jobs also showed disdain for diversity, just as he treated diversity with the same disdain within the company.

On the other hand, Tim Cook's Apple emphasizes institutional standardization as a method of control, fully utilizes existing technological resources for products, and emphasizes CSR in its corporate culture, which is a

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[1] Walter Isaacson 2011 year Kindle electronic edition of 'Steve Jobs: A Biography (A)' MINEUMSA Publisher
[2] September 2020 『Business and Management Studies』

characteristic of Apple under Tim Cook. This is recognized as a clear change in corporate culture under Tim Cook, that unlike Apple under Jobs.

Face to the external aspects of consumers and markets,Tim Cook's feature on the corporate culture and product design culture that CSR such as labor rights and environmental protection is emphasis,they are very different from the Jobs era. The emphasis on equality of values for users is one of the key features of Tim Cook's Apple and Apple products. While advocating 'universal design' which is equality of use for consumers as the company's mission and management philosophy, in the Cook's era Apple also fully respect the rights and dignity of consumers. In vivid contrast to the Jobs era, when Tim Cook's Apple received complaints from consumers due to their own failed product designs, they always offered sincere apologies and sincerely expressed their desire for design improvements. In other words, compared with Jobs' Apple and Apple products, the culture of communication has undergone innovative changes in Cook's Apple, it does not focus on the rebellion and provocation of its own company and its products like Jobs, but focuses on the rights and interests of consumers, not relying on self-appreciation to stimulate the novelty and creativity of product design, but consumers and companies promote each other well, and promote each other to improve the level of innovation and creativity of product design. Unlike the sharp and rigid style of the Apple product brand culture of the Jobs era, the style of the Apple product brand culture of the Tim Cook era is innovative too but while warm-hearted and mild-mannered.

In addition, Apple in Tim Cook's time was committed eagerly to environmental protection in pursuit of CSR, in vivid contrast to the Apple company in Jobs' time, which often ignored protests against environmental pollution and had only one management staff member in charge of protection supervision[1], and even that person was mixed in with other projects. In contrast, the Apple company in the era of Tim Cook was established as a specialized department to supervise the fulfillment of environmental protection standards. In addition to environmental protection, respect for labor rights is also Apple's clear direction in Jobs, and Apple's negotiations with its traditional business partner, FoXconn Group, the world's largest manufacturer of electronic contracts, are characterized by profit extraction by ignoring human rights. For Foxconn, Cook's Apple cleverly uses the influence of its own soft power and brand culture as resources to consider strategies. Foxconn's OEM supply and chassis assembly technology and capital have high potential fungibility, and Foxconn's tradition of working with Apple is the reason for maintaining market share inertia. On the other hand, Apple's intangible assets, such as brand culture, new creative corporate culture, are basically irreplaceable, if the cooperation agreement between Apple and Foxconn is broken, it can quickly provide OEM supply and chassis assembly technology to match Apple's demand for business groups, but if the cooperation agreement with Foxconn is broken, Foxconn's brand culture of OEM supply and chassis assembly services may be destroyed by more than half. However, if the cooperation agreement with Foxconn is broken, the Foxconn's OEM supply and service brand for assembling chassis will be destroyed by more than half, and then continue to collapse,the possibility of such as the condition is high.So that, Apple had really unequal power in its bidding with Foxconn, it is this unequal and powerful pressure position that has able to compel Foxconn to realize its intention to treat its workers equally, so Apple is also changing Foxconn's corporate culture to strive for worker rights protection and other CSR content. Through this case, while showing the corporate culture of the Tim Cook era Apple company's emphasis on CSR, we also see the strength and skill of the Tim Cook era Apple company's business negotiation and negotiation skills.

For Apple's internal affairs , Apple under Tim Cook encourages mutual communication and cooperation between each project team, and eliminates the state of internal conflict and competition within the company. In the past, one of the high manager was expelled by Tim Cook because he had started a quarrel with other members due to personal conflicts[2].

Moreover , Apple under Tim Cook also emphasizes the importance of diversity and pluralism in its human resources, which is stated in the company's management philosophy. In recent years, Apple's personnel composition has not been sufficiently diverse in terms of different ethnic groups or female management, but under Tim Cook's leadership, Apple's efforts to diversify and diversify its personnel composition have been sustained with the management philosophy set forth by Tim Cook.

During the Tim Cook era, Apple continued to take more mature and higher growth than in the Jobs era, achieving more significant and outstanding achievements than in the Jobs era, as shown in Tim Cook's biography (Leander Kahney, translated by Saori Tsutsumi, 2018, " Tim Cook: The Genius Who Took Apple to the Top," Leander Kahney (Translated by Sori Tsutsumi , 2018, "Tim Cook: The Genius Who Pushed Apple to Higher Heights", SB Creative Co.), Apple's creativity was protected in the Tim Cook era, and in the next section, through Cook's Apple stock price fluctuations, sales and net profit as indicators to evaluate the company's

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[1] Leander Kahney 2018 year Tim Cook: The Genius Who Took Apple to the Next Level (2019 year Chinese Translation by 李世凡'li shi fan' 梁德馨'liana de xin' CITIC Press Corporation

[2] Leander Kahney Tim Cook: The Genius Who Took Apple to the Next Level [2019 Japanese Translation by 堤沙織 (Tsutsumi Saori) SB Creative Co.]

growth and management, it is not difficult to understand that the Cook's era has better management than the Jobs's era, and the company has gained stronger vitality and growth momentum.

Section 5: Today's Apple

Apple has been ranked first among digital companies in terms of both size and revenue, and has also been ranked first among all companies in the world. On August 3, 2018, the market capitalization exceeded 1 trillion U.S. dollars (USD) in the U.S. local time, and after 3 years and 1 quarter of time, it has already reached 3 trillion USD on the 4th of January 2022, and the market capitalization reached 2.99 trillion USD on the closing day of that month, which is equivalent to 10 times of TOYOTA's market capitalization in the same period. At that time, the market capitalization of Apple alone was equivalent to half the market capitalization of all companies listed on the First Section of the Tokyo Stock Exchange in Japan[1].

After that, Russia invaded Ukraine and the war of aggression occurred, and major global companies dared to risk their profit loss to sanction and withdraw their investment from Russia, and Apple also had to risk its loss to sanction and withdraw its investment , and because of the variable of war, Apple's stock price reached the level of US$2.50 trillion on May 12, 2022. The market price on May 12, 2022 would have reached the level of US$2.50 trillion, and the closing price of the stock at that time was US$154.51. However, the market trend of the stock price index still seems to return to the momentum of improvement. On the other hand, Apple's price/earnings ratio was 25.11 at the time. TOYOTA, Japan's top company, runs a car business and has suffered less losses from Russia's war of aggression against Ukraine than Apple because its penetration in Russian consumer life is much lower than digital products. Although the market capitalization on May 12, 2022 was almost US$34 trillion, the price/earnings ratio on the same day was only 9.41, and the stock price on May 12, 2022 was only equivalent to US$15.99 in 2,082 Japanese yen, even though the company has been listed for much longer than Apple, and the market trend of the stock index is downward. Moreover, until June 2021, Apple had been making an average of US$10,000 per second in recurring profit under Tim Cook[2], of which US$3,600 was net profit per second on average, and in 2011, when Jobs resigned, quarterly operating profit was US$28.8 billion and cash in the company's bank account was US$76 billion. In 2011, the year when Mr. Jobs resigned, the quarterly operating profit was US$28.8 billion, the cash in the company bank account was US$76 billion, and the number of members was 60,400,000.

On the other hand, in terms of product design and sales, the most popular brands include Apple Silicon-based iMac, Intel-based iMac, Mac mini, Mac Studio, Mac Pro, MacBook.Air, MacBook.Pro in personal computers, iPod touch in iPods with phone and SMS card messaging functions removed from the iPhone, Apple Cinema Display and Apple Pro Display XDR in computer displays, and the 9th generation iPad, 6th generation iPad, and the 6th generation Apple Pro Display XDR in computer displays. There is the iPod touch, which removes the phone and SMS card messaging functions from the iPhone, the Apple Cinema Display and Apple Pro Display XDR in computer display, and the iPad, including the 9th generation iPad, the 6th generation iPad mini, the 5th generation iPad Air Air, and the 5th generation iPad Air. In the iPad category, there is the 9th-generation iPad, the 6th-generation iPad mini, the 5th-generation iPad Air, and the 5th-generation iPad Pro; in the Apple Watch category, there is the Apple Watch Series 3, Apple Watch Series 7, and Apple Watch SE; and in the AppleTV category, there is the Apple TV 4K and Apple TV HD, and two versions of AppleTV, Apple TV 4K and Apple TV HD. In addition, there are 13 Apple-developed accessories on the market, 21 Apple-developed applications, 5 operating systems, 2 programming languages, and 16 ground services. ground services have been sold and applied extensively. This is a very significant achievement[3].

The fact that Apple has been number one in the world's company rankings for 10 years in a row is a testament to Tim Cook's ability to follow in the footsteps of Jobs' CEO duties, starting in 2012, the year after 2011, when the industry questioned Tim Cook's ability and Apple's future fate, and continuing to this day, when Apple has maintained its vitality under Tim Cook. Not only has Apple maintained the vitality of the Jobs era, but it has continued to achieve unprecedented, brilliant success under Tim Cook, with a momentum of growth not

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[1] Nikkei Inc https://www.nikkei.com/article/DGXZQOGN165TU0W1A211C2000000/

[2] 库克接手苹果的这十年：公司平均每秒赚 1 万美元(The decade that Cook took over Apple: the company made an average of $10,000 per second)
https://new.qq.com/omn/20220112/20220112A08YYP00.html

日期	开盘	最高	最低	收盘	涨幅	涨年比	总成交量(股)
2021	133.52	182.13	116.21	177.57	+44.88	+33.9	22,939,477,511
2020	74.06	138.79	53.15	132.69	+59.26	+80.7	39,878,214,962
2019	38.72	73.49	35.50	73.41	+33.98	+85.2	28,350,964,048
2018	42.54	58.37	36.65	39.44	-2.87	-6.8	34,157,538,032
2017	28.95	44.30	28.69	42.31	+13.35	+46.1	27,246,229,324
2016	25.65	29.67	22.37	28.96	+2.64	+10.0	38,745,005,520
2015	27.85	33.64	23.00	26.32	-1.28	-4.6	52,273,660,596
2014	19.85	29.94	17.63	27.60	+7.56	+37.7	63,739,006,224
2013	19.78	20.54	13.75	20.04	+1.03	+5.42	102,440,309,916
2012	14.62	25.18	14.61	19.01	+4.54	+31.4	131,976,305,384
2011	11.63	15.24	11.09	14.46	+2.94	+25.6	124,070,745,120
2010	7.62	11.67	6.79	11.52	+3.90	+53.1	151,054,253,448
2009	3.07	7.64	2.79	7.53	+4.48	+147	143,403,419,572
2008	7.12	7.15	2.83	3.05	-4.03	-57	286,124,994,204
2007	3.08	7.25	2.83	7.07	+4.04	+133	247,181,630,136
2006	2.39	3.33	1.79	3.03	+0.46	+18.0	215,893,995,524
2005	1.16	2.70	1.12	2.57	+1.42	+123	183,208,394,544
2004	0.38	1.24	0.38	1.15	+0.77	+201	722,091,234,328
2003	0.26	0.45	0.23	0.38	+0.13	+69.1	71,369,480,280
2002	0.39	0.47	0.24	0.26	-0.14	-35	77,131,754,504
2001	0.27	0.48	0.26	0.39	+0.13	+47.2	94,817,654,400
2000	0.94	1.34	0.24	0.27	-0.65	-71	120,307,023,200
1999	0.38	1.05	0.29	0.92	+0.55	+151	110,830,835,200
1998	0.12	0.39	0.12	0.37	+0.25	+212	115,190,376,000
1997	0.19	0.27	0.11	0.12	-0.07	-37	71,899,060,800

[3] Apple製品年表（Apple Product Timeline by year） http://gotoMacer.blogspot.com/2014/01/apple.html

seen during the Jobs era. This can be recognized as an example of the hypothesis that "this not only suggests Tim Cook's ability, but also the important work of Tim Cook as a pillar when he was Apple's COO in pass , he was also can be said to suggest that it is an important character such as pillar in throughout the Jobs era of Apple".

(Figure 2-1: Source: Apple annual stock price fluctuation data)
1The means of the Japanese words what in the figure, in order from left to right:
{ date, opening price, high price, low price , closing price, year-on-year   amount of sales (stock) }
1

1997~2011: Stock price fluctuation under Jobs
(Average change in closing price year-on-year: approx. +0.951$)
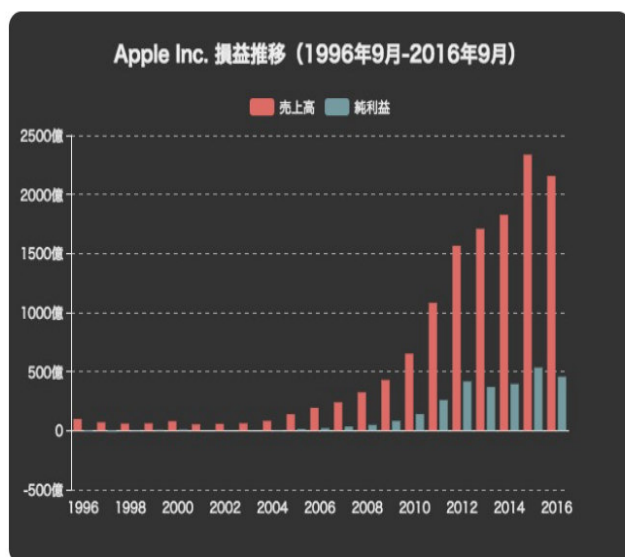
2012~2021: Stock price change under Tim Cook
(Average change in closing price YoY: +16.311$)

アップルの売上高と純利益の推移
■ 売上高（左）　■ 純利益（右）
（億ドル）　　　　　　　　　　　　　　　　　（億ドル）

出典：アップル（決算月：9月）
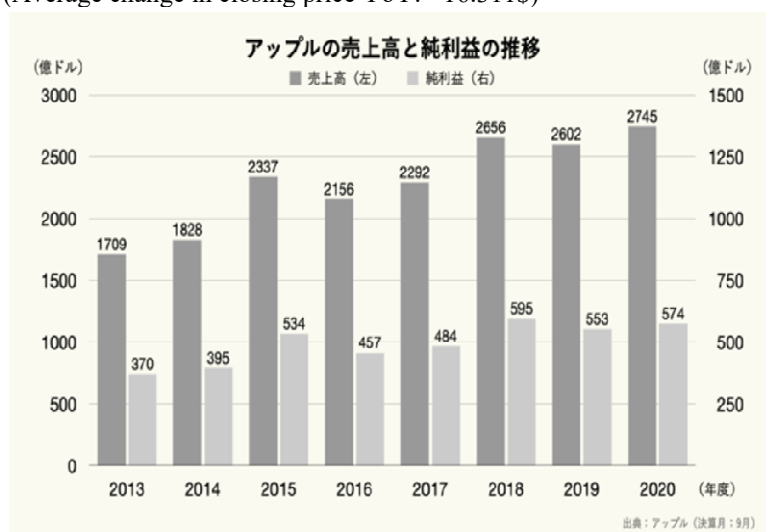
(Figure: 2-2)[2].

1 Source: https://us.kabutan.jp/stocks/AAPL/historical_prices/yearly
2 Source: https://strainer.jp/notes/234

(AppleInc. Profit and Lpss (1996.09~2016.09)

(The 売上高 means sales , the 純利益 means net income ,

numeric range:0~2500hundred million)

(Figure : 2-3)[1] Apple's Sales and Net Income

(億ドル:billion dollars , 左: left , 右: right , 売上高: sales , 純利益: Net Income)

Brief summary : Sales in the Jobs era: less than US$150 billion
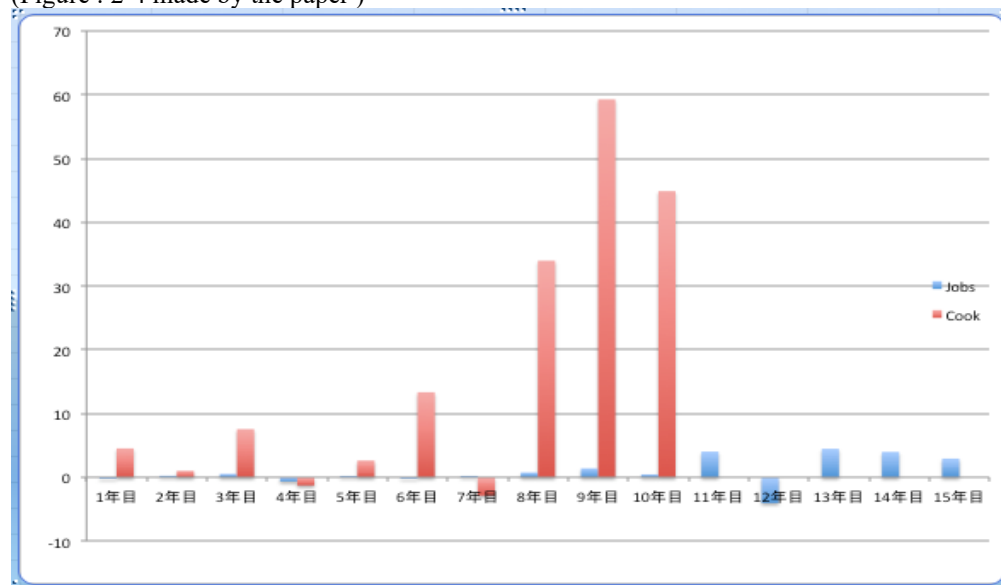
        Net income: up to about US$25 billion

      Sales in the Tim Cook era: over 250 billion units

        Net income: near 60 billion units

(The comparison of Apple stock price change with Jobs as CEO and Apple stock price change with Tim Cook as CEO)

(Figure : 2-4 made by the paper)

（1 年目，2 年目… … =1st year , 2nd year… … ）

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[1] Source: https://graph-stock.com/graph/apple-revenue-incOEM/

Chapter 3: Apple's Former Challenges and Apple's Top Management's Responses to Them
This chapter continues the theme of the previous chapter, "The Challenges Apple Once Facing and Apple's Top Management's Responses to Them," and forms part of the "Summary of the Apple Growth Story," which seems to lay the groundwork before the discussion, pointing out the role of Jobs as a pioneer and the important role he played in opening the fundamental path in the process of Apple's growth. while the paper point out that Jobs playing the important role of pioneering and paving the way for Apple, and point out Jobs's character flaws and mistakes of himself and the latent risks they brought about, and bury the clues to derive the "key workings/functions of Cook" that are the main argument of this thesis as the problem consciousness.

Section 1: The character flaws and mistakes of Jobs

1: Jobs' Leadership

In Jobs's leadership, as seen in detail in the personal biography of Jobs authored by his friend and renowned journalist Walter Isaacson, transactionaleadership, which involves making significant organizational changes, notoriously "Reality distortion field" in product design and His charisma is strong, as he enthrallingly uplifts members' emotions in marketing and encourages their identification with the leader through personal charm. According to Hyeonjoo Kim in his article "*Comparison of Strategic Leadership : Steve Jobs and Tim Cook*"[1], Jobs' leadership is a "leader's role" in which he encourages members' creativity and communicates with them in a positive manner, and he is a "leader's leader" in which he is a "leader's assistant. ... encourages creativity and active communication among team members, and thus includes interactional leadership. However, the friction with subordinates and colleagues often occurs because of Jobs' autocratic and cruel personality, and he always tends to hurt the feelings of others. The fact that workers in overseas supply chains were treated ruthlessly by his attitude, and that a member of the overseas branch committed suicide also caught people's attention[2]. So that this means that can say Jobs's transactional leadership was insufficient; it was still predominantly transactionaleadership .

On the other hand, his leadership is a gesture that goes back and forth between the Exploitative authoritative (I) and Consultative system (III) in the four systems of organizational management pointed out by Rensis Likert, and it is a gesture of intimidating and overbearing contempt for the subordinates' personal eyes. The gestures of overbearing contempt and "excessive idealization that come form the view of an overbearing position" are commonplace.

In the model of PM theory by MisumijujiJifuji, his leadership style corresponds to the PM style that focuses on goal achievement and does not pay much attention to human relations, while in the managerial grid model theory by Robert R. Blake and Jane Mouton, it corresponds to the 9.1 style that focuses only on performance and does not pay attention to subordinates. In Robert R. Blake and Jane Mouton's managerial grid model theory, it corresponds to the 9.1 style, which emphasizes only performance and does not care about subordinates, doesn't care about or respect subordinates and is passionate only about "brands and products that change the world" by making it the center of the narcissistic world.

2: Individual Psychological Deficiencies in Jobs's Leadership

The aforementioned leadership of Jobs goes hand in hand with his personality defects: in Walter Isaacson's personal biography of Jobs, there is a story that his wife thought he fit the diagnostic criteria for narcissistic personality disorder, and this was true.

Jobs is a genius who is attractive to great designers, brand culture creators, and consumer spheres. However, although he was a genius, he was also a renowned control freak and a patient of narcissistic personality disorder, and his mental world in which he shifted pain to others without remorse permeated company management and brand culture design, and that could bring harm and danger.

Jobs is a genius who is attractive to great designers, brand culture creators, and consumer spheres. However, although he was a genius, he was also a renowned control freak and a patient of narcissistic personality disorder, and his mental world in which he shifted pain to others without remorse permeated company management and brand culture design, and that could bring harm and danger. Just as he was not very good at managing human resources, often to the chagrin of his colleagues as one of Apple's founders, so he is prone to ruthless team management and narcissistically taking credit away from others as an in-house autocrat upon his return to Apple. His personality that difficult to get along with him, and his narcissistic personality disorder, and desire for control make him not a good CEO, and he is in danger of becoming tribalized and conservative while Apple's design continues to create new user experiences and needs that are refreshed by Jobs's tasteful minimalism and "reality distortion field. However, the danger of tribalization and conservatism was also posed by Jobs.

This is the principle from one end to the other, and the globalization shared by international standards and international common standards is increasingly contradictory, Jobs' internal culture is like the transition of Jobs'

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[1] Business and Management Studies   Sep.2020
[2] same as above

harsh psychological world, as if each SBU competes with each other under the leadership of the tribal father, and the members of Apple are such a twisted inner world of Jobs' narcissistic personality disorder, in order to ensure their high sense and talent, adopt a split defense mechanism, maintaining an orderly and refreshing feeling on one side of the split, and making a mess incongruously on the other side. Those unorganized, primitive, confused, low-key, negative experiences and emotions are reserved as a state of team management, in which the members are not only mediocre, but if they are too good to steal Jobs' attention, they can also cause serious emotional damage to Jobs. It should be questioned whether this state of Jobs can become a mature corporate culture, not only if the members are too mediocre, but also if the members are too good to focus on the attention of the members can not be taken away, then it will also cause intense emotional damage to Jobs.

3: Bad Results

Jobs' character defects are notorious for the negative consequences they caused at Apple. It was his rough attitude and mannerisms that were disruptive to team cooperation with colleagues early on in Apple's history and led to the split of Jobs and Apple[1].

Jobs returned to Apple and took over the authoritarian power of the company, and even though the colleagues he interacted with no longer existed, his narcissistic personality flaws still forced users to follow the patriarchal godfather and patriarch way, as well as his own sex-psychological conflicts, causing great criticism and alarm in society. After Jobs' death, his fame grew rapidly as a result of his unfortunate death, and although he was once regarded as a god, his ways and styles like religious godfathers and patriarchal parents were soon discovered by many writers and researchers, and these were widely circulated in society, and with it, widespread public disappointment and criticism. His own shining image collapsed as he was re-recognized as a cold and ruthless figure after suffering widespread disappointment and criticism from the public. Finally, even ApplePark, a work facility centered around Apple's new headquarters building designed by Jobs himself, was criticized for his patriarchal personality and rigid, one-size-fits-all modeling style[2].

For Apple, Jobs' character flaws had certainly brought about such obvious and serious effects such as the history that led to the split of Apple and Jobs, on the other hand the negative effects of his character flaws and the potential drawbacks that could bring about made it possible for him to return to Apple and take over the company, even though there were no longer colleagues in the company who could argue with him, but there were many R&D department members in charge of design members who were oppressed by him because of his miscommunication, and members who were recognized by him for contributing bad ideas were subjected to Jobs' brutal psychological damage at times . According to his definitive biography, it was Tim Cook's unique ability,when disagree with Jobs, respect enough to him and defuse his temper,that kept Apple running smoothly. And, as can be gauged, if it were not for the character with Tim Cook, Apple would likely have had a second civil war brought on by a defect in Jobs's character. In fact, during the Jobs era at Apple, with the exception of Tim Cook, the other members of the team felt that Jobs had more or less robbed them of the prestigious honor of their own accomplishments. This would have been an unfavorable and stubborn variable for the growth of Apple's business performance and the growth of a modern management culture.

Section 2: Lurking risks in responses based on character flaws in Jobs.

1: Apple's former trouble and rationale in expelled Jobs

Apple's former expulsion of Jobs, as a well-known trouble based on his character defects, is a typical example of a case in which cued a defect in the assistant's leadership of Jobs's. Let's take a look at the case of Jobs' highly autocratic leadership and personal temper tantrums, in which he suddenly voted during a business trip to China to expel a colleague whose views were not in line with his own but who had more support from top management than he did, with the intention of expelling him. The action was to thoroughly undermine the personal relationship in ethical with he and his colleague, while fully displaying the deficiencies of Jobs' leadership assistant role.

Stephen Gary Wozniak, one of Apple's co-founders and Apple's first chief technology officer (CTO), desperately worked to develop a new program because, at Jobs's request, the plan was designed in Jobs' "reality distortion field," at the time,long before Apple was founded and he was a classmate of Jobs. In the end, all the income from applying for the new program went to Jobs, which Wozniak wasn't happy with it[3].

The mode of treat to Wozniak by Jobs in the story isn't how Jobs treated his colleagues at Apple, but it does illustrate that as a manager he wasn't suited to be an assistant because poor for sympathy in him.,his

[1] Walter Isaacson   Kindle electronic edition of 'Steve Jobs: A Biography (A)'   Japanese Translation by 井口耕二（ Koji Iguchi ）2011 year Kodansha Ltd.
[2] Leander Kahney Tim Cook: The Genius Who Took Apple to the Next Level [2019 Japanese Translation by 堤沙織 (Tsutsumi Saori) SB Creative Co.]
[3] Walter Isaacson   Kindle electronic edition of 'Steve Jobs: A Biography (A)'   Japanese Translation by 井口耕二（ Koji Iguchi ）2011 year Kodansha Ltd.

collaboration with his colleagues was fragile.

As a modern company, if it is impossible to achieve harmony among the management, and Jobs couldn't obtain the autocratic power of the management team and difficult to work as an assistant to the leadership, there is a certain rationale for removing Jobs by Apple in order to maintain the group.

2 : "Trouble between Jobs and co-workers" that was mitigated while continuing at Jobs after Jobs returned to Apple.

By the time Jobs acquired the supreme power in Apple after he returned to Apple, when Jobs was likely to exclude his colleagues or cause internal human conflicts, according to his biography, he was usually able to argue against Jobs with full respect and calmness, and he maintained the group, such the character about assistant's ability of leadership, taken charge of by Tim Cook in the Jobs era. Cook's work as a leadership assistant eased the troubles between Jobs and his colleagues and kept the group together well. In addition, after Jobs introduced Tim Cook to Apple, Tim Cook was in charge of Apple's logistics and daily office management. Thus, after the introduction of Tim Cook to Apple, the main activities and supporting activities of Apple's value chain (value chain) were progressing well with the supporting by Tim Cook's job.

Chapter 4: Management and Industrial Psychology Research and Theories Related to and Cited in this Research
The theories and studies cited in this article are summarized as "cited theories" in the theoretical section that has been published in textbooks and widely used, and summarized as "cited research" in the theoretical section, which is new research and has not yet been widely used in textbooks.
Theory cited.
1: In leadership theory
(1) : Theories related to leadership assistants.
According to Hiroyuki Itami(伊丹敬之) and Tadano Kagono(加護忠野男)'s "Introduction to Management Science" leadership assistants have the following four functions: The first , they complement the leader's deficiencies and compensate for deficiencies in the leader's personality and personal philosophy. The second is the service of an assistant in the narrow sense of the word, which is responsible for tasks that compensate for the lack of knowledge, ability, or time possessed by the leader; the third is an admonition to the leader, which is to prevent the leader from becoming corrupt or out of control by assuming power; and the fourth is the service of an assistant in the narrow sense of the word, which is responsible for tasks that compensate for the lack of knowledge, ability, or time possessed by the leader. The fourth is the assistant as "leverage," which helps the leader to expand or thoroughly implement his business intentions. In sum, regardless of which function they fulfill, leadership assistants must face complex conflicts and dilemmas, and they must be good at handling the delicate relationship between the leader and his assistants.
(2) : Ronald Lippitt's Leadership Theory In Ronald Lippitt's leadership theory, three leadership styles are distinguished: autocratic, laissez-faire, and democratic. The three leadership styles correspond to three types of leaders: autocratic leaders who strictly control members and tasks according to the leader's will, laissez-faire leaders who leave everything to be handled, and democratic leaders who place importance on discussion with members. The three dimensions are satisfaction, productivity, and cohesiveness. Among the three types of leadership, laissez-faire leadership is less productive and less cohesive, while tyrannical leadership tends to increase dependency and potential dissatisfaction. On the other hand, democratic leadership, although less productive in the short term, but has a positive impact on long-term productivity, member motivation, and stable relationships within the group.
(3) : The PM Theory and the Managerial Grid Theory and the SL Theory. In psychological theories related to leadership styles, the two theories cited in this paper are PM theory and managerial grid. The two have similar yet subtly different perspectives, and both describe the two dimensions of human relationships and business performance in different names, the former in the M dimension of group maintenance and the P dimension of goal attainment, and the latter in the "concern for people" and "concern for performance," into four and five styles, respectively. The SL theory divides leadership typologies into four quadrants with the vertical axis as the strength of work orientation and the horizontal axis as the strength of people orientation, and each leadership is highly effective in each of these situations.
(4) : Transactionaleadership and exchange (coordinating) leadership. In contrast, leadership that uses interaction between the leader and members to bring the group together is exchange (coordinating) leadership.

2: Corporate Mission and CSR
The mission of a company is to share common values, business direction, and objectives with its members as the mission of the company, to show the basis for their decision-making, and to clarify the company's raison d'etre and business domain in an outward-facing way.

On the other hand, CSR, in the sense of corporate responsibility, includes the "Ten Principles of the Global Compact" in the four areas of anti-corruption, human rights, labor standards, and concern for the environment,

and the relationship and collaboration between CSR and corporate missions has been widely pointed out in recent years. It was pointed out by the Nissay Basic Research Institute in Japan that CSR should be the starting point of a company's mission[1].

3: Theories related to organizational management and behavior

(1) : X and Y theories of Douglas Murray McGregor: In the organizational management model of companies, X theory refers to traditional organizational management, which states that "people hate their jobs by nature, and most people will not use their full potential to achieve corporate goals unless they are threatened with punishment through coercive control and command. (Note: This is an approach that uses human beings as slaves, inheriting and working in the tradition of the relations of production of oppression and deprivation. (Note: In other words, it is an approach that inherits the tradition of production relations of oppression and deprivation and uses human beings as slaves. On the other hand, Y theory, in contrast, is a management method based on the view of mankind that "human works willingly and voluntarily to achieve the goals to which they has committed themselves, that whether they exert himself to achieve the goals or not depends on the reward he gets for achieving them, that the maximum reward is the satisfaction of self-realization, that they are willing to take responsibility depending on conditions, that they is willing to solve problems in the company and to use their relatively high level of imagination and skill, and that he is willing to work hard to achieve the goals. Based on the humanistic view that "most human beings have the ability to actively use their imagination, skill, and ingenuity to solve problems in the company, and that only a small part of the abilities of the members are utilized in modern companies in general," that is, by utilizing the principle of "integrated management" with a humanist approach, so can integrate individual goals and organizational goals without contradicting each other. This is a management method that lets to integrates individual and organizational goals without contradiction and mutually cooperates with each other for the common good.

(2) : In Rensis Likert's typology of organizational management models, the self-righteous tyrannical "System 1" and the warm-hearted tyrannical "System 2" are both approaches that require top-down decision making and fear-based obedience through strict control, and are merely differentiated by whether they are warm-hearted or self-righteous in the process of implementing their approaches. It is merely a distinction between warm-heartedness and self-righteousness in the process of implementing the approach. The "System 3" is a consultative approach that allows subordinates to participate in decision-making to a certain extent, albeit in a limited way and with consideration for their subordinates, and the "Supportive Relationship Principle" operates when all members voluntarily set high performance goals, decision-making and management are group-based, and members feel they are supported and valued in the organization. There is also a group-participation type "System 4" in which the "principle of supportive relationships" operates, and managers who belong to multiple groups fulfill the function of the "connecting pin" and contribute to the smooth functioning of the organization as a whole.

(4) : Michael Porter's value chain theory. A value chain is a chain of nine units of activities that are causally related to each other in a chain-like manner, where the added value of a company is derived from five main activities (purchasing, manufacturing, shipping, distribution, sales, marketing, and service) and four activities (general management, personnel and labor management, technological development, and procurement activities). These nine units of activities occur sequentially and add value sequentially in a chain-like causal relationship.

(5) : Theory of Psychological Capital[2]. While human capital is primarily focused on economics and social relational capital on sociology and public philosophy, psychological capital is an idea from psychology and psychology-influenced organizational behavior theory. Positive psychology, which grew out of an academic movement to focus research on more positive aspects, also began to study workplace issues, focusing on human resource strengths and psychological capacities that can be measured, developed, and effectively managed to improve performance. Positive orientation research and its application have been developed since about 2002 by Luthans et al. The concept of "psychological capital" has been developed by Luthans et al. Psychological capital refers to an individual's positive state of psychological development, which is defined as the ability to have self-confidence in oneself, to make the necessary efforts to meet challenging tasks, to make positive attributions about the present and the future, to modify one's route toward goals if necessary for success, and to overcome obstacles in order to achieve success. Human capital is defined as the ability to overcome obstacles in order to achieve success. While human capital is concerned with "what I know," and social relational capital with "who I know" and "who I am connected to," but psychological capital is concerned with "how far my psychological world has developed.

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[1] Tooru Hyakushima（百嶋徹） 2019 "Recommendations for CSR Management from a Social Mission Driven Perspective - Short-term oriented management does not bring economic returns" Nissay Basic Research Institute

[2] Yasuhiro Hattori （服部泰宏） 2020 year How to Think and Use Organizational Behavior Theory - To Obtain High Quality Evidence （有斐閣）Yuhikaku Publishing Co., Ltd.

In psychological capital, it consists of four components: hope, self-efficacy, resilience, and obtinism, all of which are linked to the long-term effects of performance.

(6) : Knowledge Management. This is a theory which points out that the competitiveness of a company is improved while enhancing the intellectual assets (Knowledge) possessed by the organization for the purpose of sharing them. The SECI model of knowledge transformation is representative of this theoretical model, pointing out the mechanism by which formal knowledge and tacit knowledge are transformed in a cycle of manifestation, linkage, internalization, and collaboration, improving in a spiral fashion.

(7) : Mary Parker Follett's basic principles of management and coordination.Follett pointed out the need to change "management by person" of subjective and arbitrary judgments and orders to "management by facts" that follow the "law of circumstances" in order to have sound corporate management.

(8) : A theory of the composition and sharing of organizational culture. Organizational culture consists of "values, paradigms (worldviews, rules of perception and thinking), and behavioral norms," the first two at the abstract level and the latter one at the concrete level. The means of sharing the organizational culture are "the expression of easy-to-understand and idealistic language, the sharing of concrete actions, the sharing of the 'symbols • education • selection'.

(9) : The theory of the "three essential elements of management practice" as identified by Henry Mintzberg. The "three essential elements of management practice" consist of three dimensions of management practice approaches: "art," "craft," and "science.

(10) : In the ERG theoretical model, E stands for Existence (Survival), R stands for Relatedness (Relationship), and G stands for Growth (Growth), and so on to classify motivation.

(11) : The theory of the five elements that lead to success in a supply chain management strategy. Successful supply chain management strategies are: setting strategic service levels, improving the accuracy of demand forecasting, redesigning workflow, reviewing departmental performance indicators, and utilizing information technology.

The above theories are relevant for recognize again the lack of Jobs and recognize again the usefulness of Tim Cook's job at Apple, and them was cited in this paper.

Section 2: Studies Cited

1 In management studies

(1) : Take the meta-analysis's results of various studies that have explored the factors related to Psychological Capital as the result of sampling, while integrating and comparing them together and drawing conclusions. According to the results of the meta-analysis on psychological capital, the desirable styles of behavior and attitudes that are positively correlated with psychological capital are classified into five types, and the undesirable styles of behavior and attitudes that are negatively correlated with psychological capital are classified into four types. Among them, the style with the largest positive correlation impact was job satisfaction, and the style with the largest negative correlation impact was cynical（with malice） attitude[1].

(2) : In their paper "Automatically Generating Supply Chain Maps from Natural Language text" [2], co-authors Pascal Wichmann, Alexandra Brintrup, Simon Baker, Philip Woodall, and Duncan McFarlane explore solutions for increasingly globalized supply chains, where full visualization of supply networks is becoming increasingly difficult and risky. This is a study that explores solutions for the increasing globalization of supply chains through natural language text" [3], which attempts to address the problem of making it difficult and risky to fully visualize supply networks.

(3) : Li huimin and Lin feng of the University of Shanghai for Science and Technology presented "Three-level Supply Chain Investment Decision Model In "Analysis --Take Apple Corp as an Example"[4], Apple Corp. is considered to have a complex supply network based on the optimization of capital utility based on a three-level hierarchy of "processor-manufacturer-Apple distributor" for complex variables in a complex supply network. The study also shows that the investment decision to integrate the supply chain in the three-level hierarchy is more profitable than the individual investment decision at each node in the supply chain.

(4) : Tooru Hyakushima of the Nissan Basic Research Institute has narrowed down his research to the conclusion that CSR should be the starting point of a company's mission and that social orientation is the only way to achieve economic returns.

(5) : Mayesha Tasnim's article "An Organizatioal Analysis on Apple"[5], the paper describes and explores in

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[1] Yasuhiro Hattori 2020 year How to Think and Use Organizational Behavior Theory - To Obtain High Quality Evidence （有斐閣）Yuhikaku Publishing Co., Ltd.

[2] Published in ScienceDirect (2018), an electronic scholarly journal included in the Cambridge University article database and Elsevier its article database.

[3]藤崎圭一郎 2017年『デザインが発言させる創造性の4領域』(Keiichiro Fujisaki 2017 "Four areas of creativity that design speaks out") https://archive.g-mark.org/focused-issues/articles/2017123102/

[4] Logistics Sci-Tech （《物流科技》）2017

[5] European Journal of Business and Management 2018

interviews how Apple has flexibility within the bureaucracy, the relationship between vertical grades of power and responsibility and horizontal communication between different departments at the same grade, and how Apple acts and innovates in such an environment. The interviews and the interviews explore how Apple acts to promote innovation in such an environment.

(6) : Joel M. Podolny, a former professor at Harard Business School (Harard University's School of Business) and Morten T. Hansen, a former professor at the University of California, Berkeley, co-authored the paper "How Apple Is Organized for Innovation"[1], the paper points out Apple's functional structure in which all processes were supervised by the CEO so that Apple integrated the functional structure and did not have a general manager, and the paper also points out that Apple's core business is in design (products and services). After pointing these out, the paper explores and explains how Apple's functional structure communicates and makes decisions in marketing, R&D, and so on.

(7) : With the paper by Hyeonjoo Kim, "Comparison of Strategic Leadership : Steve Jobs and Tim Cook"[2], compares the leadership of Jobs and Tim Cook and points out that both of them have transactionaleadership and interactional leadership. In his comparison of the leadership of Jobs and Tim Cook, he pointed out that both men possessed transactionaleadership and interactional leadership, that Tim Cook significantly raised the level of Apple's corporate ethics and sense of morality, and that Jobs failed to manage and communicate with the company's overseas offices.

2 In industrial psychology research
In recent years, there have been few new and significant studies in industrial psychology. However, among the few studies, there may be some previous studies that could be cited in this paper.

(1) : "Work and Meaning Realization"[3] by Masao Karimata(狩俣正雄), explored the definitions of humanistic needs and motives and work as pointed out by psychology of human nature based on previous studies, and tried to make the connection between the two more clear, linking the self-transcendent needs of human nature and social contribution at work.

(2) : A study called the Causal Model of Psychological Capital. This is a study that empirically and statistically explored what experiences affect psychological capital and what good and bad in the psychological capital leads to what favorable and unfavorable attitudes.

(3) : Keiichiro Fujisaki, a professor at Tokyo University of the Arts, in his "Four Domains of Creativity that Design Makes Speak"[4], the mechanisms of the four domains of design talent that pointed out by the paper ,those are related to Apple's work and related design.

Chapter 5: Theory-Based Considerations on Tim Cook's Key Workings/Actions
This chapter is based on the first section, "Succession and Transformation in the Era of Jobs Based on Cook," and examines what Cook did and what measures he took at Apple and what he is doing in various concrete ways in response to the theme, "Succession and Transformation in the Era of Jobs Based on Cook. I will also examine the theory of "Work and Meaning Realization" (Masao Karimata Business research 2007), the theory of corporate social orientation (Nissan Basic Research Institute 2007), and the theory of knowledge management and corporate social responsibility (CSR) (Nissan Basic Research Institute 2007). The paper explain Cook's method and mechanism by referring to the preceding theories such as knowledge management, definition of corporate CSR, leadership assistant, value chain, basic principles of management and coordination, and theories related to the exchange type and change type of leadership, and analyze how they differ from the case of Jobs. In this chapter, also analyzed the differences between Cook and Jobs, and deduced the effects that should logically arise from such differences between Cook and Jobs, while actually analyzing the facts of Apple's growth and the effects that match them.

The part on the theme of "inheriting the vitality of Apple in the era of Jobs" considers which part of Cook's specific activities can inherit the vitality of Apple in the era of Jobs and make Apple in the era of Cook more excellent, and the part on the theme of "obvious changes to Apple's corporate culture in the era of Jobs" considers which part of the changes Cook took should change the culture in the era of Jobs, which mechanism should obtain which effect, and how the changes should obtain the effect. The part on the theme of "obvious transformation to the Apple corporate culture of the Jobs era" examined which transformation Cook took, which culture of the Jobs era should be transformed, which mechanism should be used to obtain which effect, and what effect had been obtained, according to the specific actions of Cook that were separately examined.

In the second part of this chapter, this essay is devoted to the topic of "Tim Cook's personal values and work characteristics, the impact of the period that reformed the Jobs era's way" starting with the section "The

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[1] Harvard Business Review 11-12/2020
[2] Business and Management Studies 09/2020
[3] Masao Karimata Business Research 2007
[4] https://archive.g-mark.org/focused-issues/articles/2017123102/

itemization of Tim Cook's Values and Work Characteristics," starting with "Tim Cook's Values and Work Characteristics" starting with "His Values as a Gay Man", Tim Cook's Stance on Helping the Weak and Compassionate Society", and "Tim Cook's emphasis on the public good and supply chain." In the next section, "Tim Cook's General Theory of the Effects of Values and Work Characteristics", the paper will explain how the influence of Cook's values and work personality on his work is based on the overall impact of Cook's values and work character. And in Tim Cook's Values and Work Styles: An Overview of the Impact of Tim Cook's Values and style of work ,and the paper will don't track and analyze Cook's behavior on a topic-by-topic basis, but sometimes explain how Cook's values and work patterns affect Apple's strategy, maturity, business, and corporate organizational culture. This article will analyze the impact of Cook's values and work style on Apple's strategy, maturity, business, and organizational culture from various aspects of Cook's values and work style, sometimes compared to Steve Jobs, and sometimes just focusing on Cook's characteristics. At the end of the third section of this chapter, we will explore how Apple's developing corporate CSR in the age of Cook is driven by the difference between Cook's and Jobs' values and business concepts, and we will look at Jobs' and Cook's ideas from the perspective of work sense's meaning-making and knowledge-intensive industries to explain Cook's greater suitability for the job. The following section will explain the suitability of Cook's approach.

Section 1: Succession and Transformation from Tim Cook to the Jobs Era
1 Inheritance to the Vitality of Apple in the Jobs Era
1.1 Newness in Product Design is the Reason for Continuity
When Tim Cook took over as CEO, compared to Jobs' charismatic way of inspiring and encouraging members what by his provocative attitude of proudly and irreverently challenging the world, under Cook's management, first time Apple became a company which to focus on human rights values and to maintain a sense of humility and harmonious service to the world, while keeping the Apple brand's fresh creativity alive for a long time,it has kept the fresh creativity of the Apple brand while taking human rights values, modesty and harmonious service to the world for the first time, and made almost all experts in the IT industry and business academia feel unexpectedly. There are several reasons for this.

The first, Tim Cook has raised the sense of meaning of their brand culture to the members of the company by emphasizing the importance of corporate social responsibility, while in the direction of Tim Cook's predecessor who Jobs, Jobs regarded pornography and decoration as pollution to the Apple products he designed and as dirt that destroys his sense of omnipotent domination of sexual psychological conflicts and minimalism, while seeing pornography and decorations as pollution that destroys his sense of omnipotent control and minimalism, Steve Jobs satirically and openly brings real environmental pollution to Apple products themselves, using many polluting materials that are toxic to the earth in order to appear clean and untainted minimalism, use of many polluting materials that are toxic to the earth in order to show clean and unpolluted minimalism, while under the psychological state of omnipotent control like "pornography as a pollution", had little passion for CSR to protect human beings from toxic chemical pollution.

However, since Tim Cook took over as CEO, the company's corporate culture has undergone a quiet but rapid transformation, shifting from a "Pirate's Spirit" (according to Jobs) of provoking the world with irreverence and a special self-importance, to a more mature step after a successful challenge, an approach of a corporate mission to make a kinder, more humanistic contribution to the world. to a corporate mission approach that seeks to make a kinder, more humanistic contribution to the world in a step corresponding to a more mature stage after a successful challenge. Tim Cook's philosophy is to realize a comfortable living environment for everyone and protect equality and human rights with a corporate mission that is similar to the concept of universal design while respecting equality. In order to achieve this, Tim Cook is slowly and steadily developing the goals and sense of meaning of corporate social responsibility and continuously instilling a sense of meaning in corporate social responsibility into Apple's corporate culture, and through such mechanism, a sense of meaning is being added to the creativity of everyone in the company.

Under Tim Cook, the technical design and service design of Apple products have loosened the psychological conflict against the things such as pornograp while making environmental protection an important principle, and have shifted toward real purity and a sense of meaning that is real healthy for the earth and human beings and responsible to human beings. Such an approach is what let the design sense of the members of Apple who replaced Jobs emerged, and even in the Apple products after his death, while the sharpness of Apple products seen from the background of the times compared to IT products of the Jobs era has eased, the friendliness and kindness toward users have increased, and the welcome they have received in the market has improved, even though they are not as sharp as the products of the Jobs era's. The welcome they have received in the market has become more widespread.

In such things, while actively practicing the concept of "making outstanding contributions to society, realizing my great business value, and realizing my great self-image", Cook let his subordinates deal with tasks meticulously in their work, and make them feel "must be meticulously familiar with and complete their

responsibilities" with meticulous requirements, and in this way of working, he unconsciously makes his subordinates also inspired, so that his subordinates are also endowed with "making outstanding contributions to society and realizing their great business value" work motivation.

According to Masao Karimata's article "Work and Meaning Realization" published in the journal Business Research in 2007, the self-transcendent needs of humanity are linked to social contribution at work. It is a theory that began with the philosophy of existentialism, and through the work of Viktor Emil Frankl, who inspired the existentialist school of psychoanalysis, it has been shown that the "will to meaning" is the underlying drive and motivation for human beings, that they have the freedom and responsibility to pursue value in their unconscious as if life is asking them for meaning, and that they have to pursue value in their unconscious as if they are being asked for meaning by life. He pointed out that we have the freedom and responsibility to pursue value unconsciously, as if we are being asked for meaning by life. A similar theory was laid out and discussed more carefully by the Japanese master of psychopathology who Shuhaku Hamada in the last chapter of his "Psychopathology (2nd ed.)" (2017). About the matter,should admit that even though the principle was discovered by studying the psychological phenomena of pathology, it is a bottom-up mechanism in ordinary psychological phenomena.

Masao Karimata's management paper, "Work and Meaning Realization" made the point with the aid of existentialist psychoanalysis. According to Masao Karimata, since work has the three basic ideas of "fairness, excellence, and goodness," work has ethical and spiritual value, and while satisfying the needs of each level through work according to Maslow's hierarchy of needs theory, the highest self-actualization need is motivated by an outstanding and meaningful contribution to society. The highest desire for self-actualization is triggered by work that makes an outstanding and meaningful contribution to society, and the latent desire to transcend oneself from a restricted life and realize freedom have been triggered by work that makes an outstanding contribution to society.

As far as Apple's situation is concerned, the Jobs era challenged the traditional lifestyle and work style of the previous era, and with the slogan of "Let the world innovate", it rebelliously attached keen creativity and meaning to the corporate culture of mission and sense of mission, rebelliously challenging the rigid old style, while also showing an arrogant attitude towards corporate ethics and corporate social responsibility in a broad sense. But in the Tim Cook era, he emphasized the importance of corporate ethics, especially the ideal of corporate social responsibility, and the sense of innovative meaning that Jobs brought to Apple about the "self-transcendence" of disruptive innovation became a sense of meaning and work motivation, which building disruptive innovation creativity and work motivation, through humanistic values such as disruptive innovation and fairness and equality.

In Masao Karimata's management paper "Work and Meaning Realization" work was divided into four dimensions: instrumentality, evaluativeness, sociality, and spirituality. Means" refers to the method of realizing work, "evaluation" refers to being evaluated by society, "social" refers to joining society and contributing to it, and "spiritual" refers to the spirituality of those who work in activities in the above dimensions. From this point of view, it is easy to understand that Apple has maintained a new level of creativity and vitality in product brand design since the arrival of Tim Cook from the Jobs era. When Jobs has been criticized for his irreverent attitude toward CSR and human rights, and the fact that the supply chain under his watch has used many toxic materials to exacerbate environmental pollution, while oppressing and depriving workers inhumanely, "Apple's greatest ethic was to make the world a better place by rewarding shareholders with innovative products and thick profit margins," a quote from Jobs was uttered. A quote that meaning "Apple's greatest ethic was to reward the world with innovative products and a thick profit margin to shareholders' meetings," was uttered by Jobs. From such the point of view, it can be said that although Jobs's "Products that revolutionize the world..." has a lot of meaning in terms of evaluation of work, spirituality, and sociality, if "(the greatest ethics for Apple) was merely to reward the shareholders' meeting with a thick profit," the effect on spirituality is negative and the meaning of sociality and evaluativeness can be said this had been narrowed.

On the other hand, since the beginning of the Tim Cook era, the importance of corporate ethics and CSR has transformed the company's mission, as has its attitude toward environmental protection and protection of human rights. Based on the matter by Tim Cook which "mission that attaches importance to CSR and cares about environmental protection and human rights protection" , about the four dimensions of work pointed out by Masao Karimata,while including the advantages of the concept of Jobs, fill in the defects of the idea of Jobs in sociality and evaluativeness , the work of the members in Apple will have a far more universal and positive effect in sociality, evaluativeness and spirituality,about the Apple members' sense of meaning in their work, they have been brought a far more universal and positive effect in social and evaluative and spirituality, and the effects of work and work efficiency associated with the sense of meaning are also much stronger. Therefore, while the welcome received in the market has become wider, Apple products have not lost the freshness of design creativity in the era of Tim Cook, and have maintained a good feedback between good products with good creativity and good brand market acceptance related to good corporate mission, and have

been able to maintain a good reputation in the market. Although the growth potential is already low, equivalent to a small growth in the size of a huge company and huge profit, the growth momentum hasn't weakened also since the end of Jobs era , and the growth potential of better product brand culture performance and better product design has been gradually acquired in the time of Tim Cook. It is reasonable, because the work of Apple brand design under Cook era is more fully satisfied with the dimension of meaning realization.

1.2 Mechanisms by which the talents of the members of the product design team are fully utilized.
The first , as mentioned above, Tim Cook's attitude toward environmental protection and human rights protection has changed drastically with the importance of corporate ethics and CSR, the company's mission has shifted, the mission to society has become more meaningful to the members' work, and the Apple brand products and product culture and design creativity have become stronger. This is one of the mechanisms by which the talents of the product design members are fully utilized in the era of Tim Cook at Apple. But there are of course other mechanisms as well.

After Tim Cook became CEO, he took a different approach than that of the Jobs era, Jobs was to have R&D project teams compete with each other, and to use the negative reinforcement of punishment of competitive rivalry among project teams to prevent each R&D project team from sharing information about itself and to prohibit hostility in relationships[1]. But Tim Cook began to change the mechanism that made the R&D project teams work harder by having them cooperate with each other and share R&D progress and information (including technology and news). Tim Cook changed the rules to allow R&D project teams to cooperate with each other and share R&D progress and information (including technology, news, etc.), while expelling people who were at odds with each other's attitudes and colleagues. Gradually, he would also work to "diversify the recruitment process," the matter which Jobs had irreverently ignored.

From the perspective of the theory of Knowledge Management, as the knowledge possessed by each part of an organization is shared, the knowledge possessed as a whole increases in quantity and average value, and new knowledge is also generated synergistically. Due to the cooperation and information sharing among R&D project teams, the flow of expression and consolidation of "explicit knowledge " pointed out by the SECI model of knowledge transformation is accelerated, and through internalization it becomes tacit knowledge, and through collaboration tacit knowledge deepens to maturity and prepares for expression at the next stage, such knowledge generation and The flow of knowledge generation and transformation is also accelerating, and the knowledge value creativity of companies is becoming more vital and competitive.

On the other hand, the role of leaders in coordinating the relationship between R&D project teams is relatively less necessary than the way Jobs used Tim Cook's method in related fields, refer and compare to the leadership cycle theory (P. Hersey and K. H. Blanchard's SL theory), belonging to the leadership behavior corresponds to the "Delegating" leadership style, which has a low degree of leadership behavior in the Directive Behavior dimension for performing tasks and in the Supportive Behavior dimension for maintaining relationships. For a fully mature company founded in the 70s of the 20th century, leading the IT industry for the first time after a long period of growth, recovering after a mid-career downturn, and leading the IT industry again by developing branded products such as iPhones and iPads, the members of the R&D program have extremely mature management. For a mature company, the members of the R&D project have very mature managements while the members are elite-level in terms of education and ability, and it can be said that the maturity of the members is extremely high, so it can be considered more effective than Jobs' method of managing the project team, which is more equivalent to the "Delegating" Tim Cook approach in P. Hersey and K.H. Blanchard's SL theory.

Furthermore, diversification of Human Resources would be an essential response and tactic to Apple's efforts to gain acceptance in the global marketplace. In the Jobs era, due to his personal irreverence and arrogance, he regarded the diversification of human resources as nothing more than political correctness and basically had no intention of implementing it, furthermore there was also his argument that collecting the various opinions of members would be equivalent to the effect of diversifying human resources.

Furthermore, diversification of Human Resources would be an essential response and tactic to Apple's efforts to gain acceptance in the global marketplace. In the Jobs era, due to his personal irreverence and arrogance, he regarded the diversification of human resources as nothing more than political correctness and basically had no intention of implementing it, furthermore there was also his argument that collecting the various opinions of members would be equivalent to the effect of diversifying human resources. In this way, the Apple products of the Jobs era received a great welcome in the Western market that was the cultural background of his personal upbringing, and it quickly developed itself and formed a fashionable culture, but throughout this process, he was criticized by human rights organizations and environmental protection organizations, in a word,

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[1] Leander Kahney Tim Cook: The Genius Who Took Apple to the Next Level [2019 Japanese Translation by 堤沙織 (Tsutsumi Saori) SB Creative Co.]

he was considered to hasn't position to empathize or cooperate with the socially vulnerable and marginal man.

As such, at the global marketplace, some disadvantages about cross-cultural management maybe was being discovered because cultural differences.

However, Tim Cook emphasizes the diversification of human resources and pays attention to people of various cultures and ethnicities while recruiting many female members. Inclusion is the key to creativity," was one of Tim Cook's messages to all Apple members at a speech. In April 2018, when Tim Cook accepted an award from the Anti-Defamation League at an event in New York City, he said, "From the early days of iTunes to Apple Music today, we have always banned music with a white supremacy message." Cook declared. At that time, Tim Cook said it should be made a responsibility of high-tech companies, while clearly displaying opposition to racist views as one of Apple's corporate missions[1].

Such an approach enhances the company's prestige, it also brings important encouragement to Apple members. Tim Cook's letter to the Apple team included the following message: "With 98,000 employees, we share a passion for our products, and because of that passion, we can make a difference in people's lives.From the beginning, we understood that diversity was the key to our success. We have always believed that inclusion stimulates innovation."(by general meaning) [2] This is a timely management philosophy for the Apple brand which operates globally and serves global users. Tim Cook's definition of human resource diversification includes race and gender, but also goes beyond them to include physical disabilities, military service status, sexual orientation, etc. Of course,it doesn't discriminate against people with physiological conditions and origins that are clearly different from those of mainstream people based on preconceived notions, even doesn't discriminate whom against people in social and political positions generally regarded as "marginal men" in social life, and recruits diversified human resources based solely on whether they are talented person or not only.

It is beneficial to global sales sales in a global marketplace, but far more importantly, it raises the level of humanism at Apple, enabling it to offer "universal design" services to an increasingly pluralistic user base. "Universal Design" service is a design philosophy that allows people with any characteristics that cannot be said to be a fault, regardless of disability, age, sex, race, body shape, language, or cultural differences, to use products without barriers, and through the diversification of human resources, human resources will become abundant. On the other hand, it is also necessary for the philosophy of universal design to have diversified human resources who can successfully respond to the diversified needs of users. Through the management which diversity diversification of human resources , under Tim Cook, Apple is making progress to better respond to the diverse needs of the global market. On the other hand, it is not difficult to imagine that the recruitment of diversified human resources expands the breadth of latent abilities and knowledge among diversified human resources, which also expands the breadth of knowledge sharing pointed out by the SECI model and increases the effectiveness of the knowledge transformation process.

In addition, Tim Cook's work style closely handles the details of work stations and also closely ensures the smooth logistics of Apple's inventory. Tim Cook's logistics assurance skills were developed at IBM and became prominent, and when suppliers had logistics problems, they would send Tim Cook to go to solve them. So, after Tim Cook joined Apple, he firstly changed Jobs's excessive self-sufficiency and stopped the practice of providing everything from assembly plants to parts procurement in-house, thus establishing Apple's internationalized supply chain, and then worked on meticulous logistics security to keep Apple's business activity cycle running smoothly, and the next step was to ensure the smooth operation of Apple's business activity cycle. That is can be known with the method which Value chain, this is one of the methods to analyze a company's ability to produce competitive advantage within the company. It is a method to analyze the effectiveness of business strategies and possible directions for improvement. According to this theory, the added value (value creation) of a company can be depicted in the paradigm of value chain, and the added value of a company is generated by a chain of five main activities in the order of "inbound logistics - operation (manufacturing) - outbound logistics - sales and marketing - service," as well as four main activities of general management, personnel management, technological development, and procurement. The value-added value of the company was created through a chain of five main activities in the order of "inbound logistics - operation (manufacturing) - outbound logistics - sales and marketing - service" and four activities: general management, personnel and labor management, technological development, and procurement activities. For this reason, in the unleashing of the talents of Apple's members, only when the value chain is guaranteed as the value creation of the company, the members are provided with a place to create performance and exercise their talents in their work.

The Covid-19 happened from 2020 has caused Apple to experience unprecedented shocks to its supply chain. However, Tim Cook has successfully demonstrated his supply chain management talents at this critical

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[1] Apple CEO Tim Cook on Hate Speech: 'You Have No Place on Our Platform 'https://www.macrumors.com/2018/12/03/Tim Cook-adl-keynote-speech/
[2]库克：唯有包容才能激发创新 库克：唯有包容才能激发创新｜大米评测(Cook: Only tolerance can stimulate innovation by

juncture and has continued to secure the value chain. Although the product release date of the new series of products has been unprecedentedly delayed, the development of a single-page application and epidemic transmission prevention training video in response to the Covid-19 epidemic situation has enabled the company to train its members in the management of surprise accidents and first aid measures against external environmental instability, finally securing the silicon chip stockpile of Apple products. The achievements and capabilities of responding to the Covid-19 epidemic situation are unique to Tim Cook's work at Apple, as seen in the history of Apple's logistics management, and are a key function of Tim Cook's work at Apple, and that's matter should been seen clearer in Apple[1].

Just because Apple secure the value chain under Tim Cook, can exchange the results of product design for revenue in a timely manner, and only when the product design work business is well managed, can the great design of Apple brand reach the market and make the work of designers turn into the reciprocation from the market. It can be said that it is the guarantee of vitality for the business organization that aims at profit, and it is to secure the key to the life of the business organization that the economic foundation that protects the talent of Apple's brand designers is firmly built.

From the beginning, when Tim Cook was introduced to Apple as a special person to manage the supply chain, he was acutely aware of the slowness and cumbersomeness of Apple's supply chain management at the time. One of Tim Cook's business quotes is "It's evil to keep things in stock too long. Inventory is like dairy products; no one is going to buy dairy products that are past their expiration date." He also found that with the inventory's length get longer, the stock goods have to decreases price by 1% to 2% for each week of extension. Naturally, after he was first appointed to Apple, he applied his work experience at IBM and adopted the Just-in-Time (JIT) production method to reduce Apple's product inventory period from one month to six or five days, which is less than one week, and also reduced the inventory warehouse from the original 19 units to 10 units to save the cost of accounting and maintenance activities. It also reduced Apple's inventory cycle from one month to less than six to five days and reduced its inventory warehouse from the original 19 units to 10, saving on accounting and maintenance costs, persuaded suppliers to build factories near Apple and then notify suppliers only when they receive orders, thus reducing Apple's parts inventory cycle to two hours at the time, and required manufacturers with whom it had strategic alliances, such as Foxconn, to strictly adhere to the aesthetics and quality standards of Apple's designs. In addition, Cook also had their manufacturing facility experts regularly visit the factories of Apple's strategic partner manufacturers to conduct production line assessments, and also had Apple's suppliers compile an evaluation list of 500 items to ensure that they met various corporate CSR requirements incidentally, including labor rights, business ethics, environmental protection, and pollution prevention. The list also includes various aspects of corporate CSR, such as labor rights, business ethics, and environmental pollution prevention, to make the suppliers to suit for them. It can be said that Tim Cook, whose characteristic advantage is logistics management while being meticulous in his work behavior, has a way of doing things that has a strong personal characteristic. He always responds in a way that requires detailed answers, just like his work style, if he can answer 10 questions correctly, he will add 10 more questions, after crossing a year that way, he will reduce it to 9 questions every time, but if respondent makes a mistake in answering just one question, it will bounce back and increase to 20 or 30 questions every time. It is a meticulous style of bouncing back and increasing, making suppliers guarantee Apple brand logistics together meticulously, and perfecting every aspect of corporate ethics from logistics meticulously, such a way is continuing with Tim Cook, certainly this is most important element of business management, while it is reassuring to investors and strategic partners.

Finally, Tim Cook's own meticulous work ethic makes it necessary to take his subordinates along with him to meticulously handle the work at hand, and according to Tim Cook's biography, Tim Cook's subordinates compared Jobs and Tim Cook in this way. Jobs would angrily call Apple's manufacturers "animals without reproductive organs" if they failed to deliver silicon chips on time. However, Tim Cook does not appear to have such a high-handed attitude. Even if others doesn't see such a high-handed attitude, he is persistent in getting to the heart of the matter, asking endless questions, exhausting the people being questioned while remaining very calm and collected, and making his subordinates feel that they have to get a firm grip on work issues by asking a lot of questions. This has the effect of making people ready to work hard. For example, in one management meeting, Tim Cook suddenly asks his subordinate, "What is this error in column D, line 514? What is the root cause? If the subordinate does not give him a concrete answer, Tim Cook takes him to task. In this way, Tim Cook has a cool and calm temperament, but with steady and meticulous management activities of his own personal characteristics, according to the basic principles of management and coordination pointed out by Mary Parker Follett. Tim Cook enforces management in every detail by what his subordinates do, not by manipulating

them as individual people. Instead of "management by man" based on subjective and arbitrary judgments and orders which was enforced by Jobs, "management by facts" based on the "law of the situation" and its application in detail is being meticulously applied, and since awards and punishments to subordinates are meticulously attributed to their duty, it is having the effect of making subordinates work closely at their own work stations,and it makes the subordinates exert themselves to the best of their ability in their own work stations meticulously. It is through the more mature management style than that of Jobs, lets the members to works their talents finely and fully of Apple work diligently and meticulously in their jobs.

In this way, the talents of the members who design products are fully utilized at Apple after Jobs' death.

1.3 Tim Cook has continued to serve in a role that is typical of a daily administrative superintendent, as he did during the Jobs era.

In retrospect of Apple's history, whether he founded Apple, left Apple, or returned to lead Apple, all of Jobs' ideas and personalities, including his strengths and weaknesses, as well as his business negotiating tools, have remained basically the same, except for the shift in the supply chain from total self-sufficiency to internationalization and strategic alliances and outsourcing. The shift from thorough self-focus to strategic alliances and outsourcing for internationalization was also made by introducing Tim Cook as COO when he came back to Apple, and by Tim Cook's opinions and daily administrative duties. NeXT, which he founded on his own, under the leadership of Jobs, who also had good ideas in business and design, didn't perform as well as it could have, and even during the first phase of Jobs' employment at Apple, his projects and collaborations with Apple management at the time did not continue to be successful, and he was not able to work as a designer or a design concept originator, even though he was a great one. He may have been a great designer and design concept originator, but he did not stand out as a manager. However, after Jobs took over as CEO of Apple, the top management team under him did not experience the division and infighting that had previously existed between Jobs and the rest of management.

Comparing the phases before and after Jobs took over at Apple and the history of his management at NeXT and later at Apple, we can see that the common and most different influencing factor in the two comparisons comes down to the presence or absence of Tim Cook.

According to his personal biography, Jobs often lashed out at his subordinates, and if they failed to provide him with the creative input he wanted, he would often provoke their fury, and attacks would emerge in which he would attempt to destroy them, but himself reflect and apologize to them the next time too. Even though he would then reflect and apologize to his subordinates, he would continue to repeat the same situation the next time around. Such situations occurred frequently during the first stage of Jobs' employment at Apple and were the cause of his expulsion from the company and Apple's mid-career downfall. However, in the second stage of his employment at Apple, Tim Cook as COO was often present in such situations, and while maintaining sufficient respect for the irascible dictator, he was able to calm Jobs down by calmly pointing out the flaws in Jobs's opinions and attitude, thereby maintaining the unity and cooperation of Apple's top management team. management team and maintain cohesion and cooperation.

And it turns out that it is Tim Cook's leadership in mediating office working relationships that has made Apple under the same Jobs a great success different from NeXT, and that the two inaugural stages at Apple under the same Jobs' leadership have made the state of management team operations different. It is possible to see.

And it turns out that it is Tim Cook's leadership in mediating office working relationships that has made Apple under the same Jobs a great success different from NeXT, and that the two inaugural stages at Apple under the same Jobs' leadership have made the state of management team operations different. It is possible to see. In the role of assistant, as pointed out by Hiroyuki Itami and Tadano Kagono[1], the functions of the leader are as follows: the function of complementing the lack of the leader, supplementing the lack of the leader's personality or personal philosophy with a personality or personal philosophy of a different nature, forming a complementary combination; the function of taking charge of tasks to supplement the lack of the leader's knowledge, ability, and time; the function of admonishing the leader to prevent the leader from running out of power and leaning toward corruption; and the function of assistant as a "leverage" to expand the leader's business intentions. The function of the leadership assistant is to serve as a "lever" to help the leader expand and thoroughly carry out the leader's business intentions. Regardless of which function they fulfill, leadership assistants must face complex conflicts and dilemmas, and must be good at handling the delicate relationship between the leader and his or her assistants.

Others can better understand Tim Cook's role at Apple by looking at the function of leadership aides. While Jobs, with his hasty, autocratic, and irascible personality, is clearly incapable of being a leadership assistant, Tim Cook, with his Alabama origins and homosexuality, developed a well-prepared and modest personality from an

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[1] Hiroyuki Itami and Tadano Kagono 2003, Introduction to Business Administration, 3rd ed.

early age, and is just the right assistant to compensate for the leader's deficiencies.

For example, if Jobs himself wanted to mediate the rift between him and his subordinates and maintain cooperation and cordial relationships, Tim Cook would have to serve as his assistant to carry the duty of admonition out. However, it was not easy to admonish the famous autocrat Jobs, and all of his Apple co-founders could not fulfill the function of his assistant. It isn't hard to imagine how difficult it would be to admonish him to prevent his tendency to use his autocratic personality selfishly and run amok. Therefore the key role of Tim Cook for Apple , will be easier to understand .

In fact, if checking the various functions of leadership assistants one by one, each one seems to be a key function of Tim Cook. In addition to the "admonition" mentioned earlier, Tim Cook's achievement of curing excessive end-to-end self-sufficiency and setting up a supply chain with internationalized strategic alliances, especially with Foxconn, greatly increased the efficiency of acquiring and using management resources and greatly facilitated the realization of leader Jobs's management intentions. This was a great achievement by Tim Cook, who greatly increased the efficiency of acquiring and using management resources and made it much easier for the leader, Jobs, to realize his management intentions while also making it much easier for the management intentions to be realized. Such as a model case , thanks to the strategic alliance with Foxconn, which Tim Cook formed, the hardware production of Apple products became more efficient and continued to be completed at a steady pace, and even Jobs, who had always been interested in hardware production and design and not in software or software design, became interested in Apple-branded software. Even Jobs, who had been resistant to software design, gradually became interested in Apple-branded software, paving the way for Apple to become the center of high-tech products by placing the company at the intersection of high-tech hardware and software. At first sight, even though at first glance they appear to be Jobs's accomplishments, but the "leadership assistant" behind Jobs's accomplishments that come from Tim Cook's contributions is huge for those accomplishments.

On the other hand, in contrast to the dictatorial and irascible Jobs, Tim Cook is calm and collected, steady and meticulous in his approach to his work. Furthermore, in contrast to Jobs' irreverent and arrogant attitude toward users and markets, Tim Cook is humble and dedicated to the social public good and business ethics. This leadership assistant role of overcoming or balancing the restrictions on the company from the character of Jobs (the restrictions which are clearly detrimental to the healthy control of corporate management and detrimental to the long-term survival of the company), that's role which only Tim Cook can play.

In addition, Jobs was a college dropout with no specialized systematic knowledge in either business administration or IT engineering. However, Tim Cook, with his background in information technology engineering, can program computers and has also systematically studied MBA's curriculum and has gotten the MBA degree in order to become qualified for the role of a corporate manager. In this area too, Tim Cook is suitable for the role of assistant in the narrow sense of the word. On the other hand, while Jobs cannot play the role of assistant, Tim Cook is suitable not only as an assistant but also as a leader with various characteristics expressed in the assistant role, and can play both assistant and leader roles, and in the combination of Jobs and Tim Cook, at first glance Jobs stands out for his upbeat and expressive job works, but closer analysis reveals that Tim Cook plays a more difficult-to-replace pivotal role. After the death of Jobs, almost all of the IT industry and business academia predicted the fate of Apple, which would soon die out, and in the end, they ended up with a big mistake in their prediction, the cause lies in the framework of such a mechanism.

In fact, according to Tim Cook's biography, even when Jobs was in charge of Apple as CEO, Tim Cook actually played the role of chief designer and chief personnel supervisor, and he was in charge of many daily management tasks that a CEO would normally take on as the prime minister of various affairs. In this context, Tim Cook's meticulous attention to detail and his meticulous handling of his work fully Utilized the advantages of his signature emphasis on logistical security. The value chain theory helps us understand the importance of such way of Tim Cook's jobs. Value Chain" means that the added value of a company is generated by a chain of five main activities in the order of "inbound logistics - operation - outbound logistics - sales and marketing - service" and four activities of general management, personnel and labor management, technological development, and procurement. These nine units of activities are sequentially generated in a chain-like causal relationship and sequentially add value to the chain. In this chain, logistics is the key, and a series of value chain is really a series of logistics flows in a broad sense, which can be said to be the logistics of the product through the whole process from production to after-sales service. The importance of the logistics that are meticulously ensured under the work of Tim Cook to Apple and the Apple brand will go without saying, both in the Jobs era and in the Tim Cook era.

After the death of Jobs, Tim Cook continued to be in charge of the daily office management of Apple Inc. as he had been during the time of Jobs, and he continued to manage the good daily office management of Apple Inc. during the time of Jobs. He has been exploited his ability to handle the complex internal and market relations of the company after the death of Jobs with his ability to deal with the complex conflicts that assistants have to face.

2 Change for the ways of Jobs era ,some obvious transformations of Apple's corporate culture
2.1 A change for the arrogant and provocative product culture and marketing of Jobs
Starting with Apple.Map, the first new product developed by Tim Cook since he became CEO of Apple, he was immediately faced with a tough challenge and questions consistent with concerns that had existed for a long time before. Map was developed with the goal of achieving the performance of Goole.Map, but it did not succeed in that goal, causing a lot of confusion in map functionality, while also falling short of Goole.Map's level in the areas of functionality that were not confusing. Map was not a success, and he withdrew the unsuccessful Apple.Map,because of this, Cook was being given many appeals of consumers's protest, but Tim Cook's handling of the situation was quite different from the way he had handled the situation before his death, and he withdrew the unsuccessful Apple.Map and explained the situation to consumers in a humble and sincere manner at a press conference and apologized. Such an approach is, of course, a consistent gesture of Tim Cook's belief in the importance of corporate social responsibility and respect for consumers while emphasizing corporate social responsibility differently from Jobs, and it contrasts sharply with the deeply embedded impression of Jobs's irreverent and provocative attempt to challenge the existing world,made a sudden impression. In this regard, even industry insiders who Jobs became fans of the Apple brand in his early years were surprised and frightened, even "If I were Jobs, I would never make such a bow and apologetic attitude; Jobs' apple was proud", Such comments were there at one time.

However, Tim Cook's sincere apology allowed unexpected friendliness to emerge in Apple's brand culture, and in the consumer market, because Tim Cook changed his arrogant and provocative product culture and marketing to a humble and sincere attitude, Apple's Maps' failure did not have much impact on stock prices or company morale. Map's failure quickly disappeared, without any major impact on stock prices or company morale. In this context, Tim Cook's attitude in taking samples is not an irreverent and novel gesture like Jobs, or an unwilling apology for merely trying to put consumers in a good mood like other companies do, but rather, based on his humble personality, he is trying to fulfill the corporate mission of respecting users and to make that mission a reality. While showing the society and letting the consumer market understand the significance of Apple's business under Tim Cook's lead, we show the common corporate cultural values as the purpose and direction of the company to maintain the rational interests and rights of the users as consumers, and "Challenge provocatively to change the world. In the process of converting from the paradigm of Jobs, "Let's challenge provocatively to change the world," to the paradigm of Tim Cook, "Respect equality and human rights and promote the world humanistically," Apple's centripetal force was continuously elaborated, smoothly made the results which of the failure of Apple.Map soon became silent. In contrast, when Jobs experienced similar failures, he forcefully excused them by saying, "There can be no such thing as a perfected product," and never apologized for them. So it would be easy to understand the difference between Tim Cook's Apple brand and Jobs' Apple brand. The difference between Tim Cook and Jobs has quietly and quickly transformed the Apple brand from the hard and sharp impression of the Jobs paradigm to the friendly, soft, and graceful impression of the Tim Cook paradigm.

This transformation is closely linked to corporate CSR. Since Tim Cook took over as CEO of Apple, the company has made significant investments in China and has expanded into specialty retail stores. Apple management in China has adopted the practice of replacing only devices that have been damaged even within the warranty period. However, this has been met with a great deal of protest from fans of the Apple brand in China. In addition, the Chinese law stipulated that the warranty period of IT products should be at least one year, but Apple China found out that the warranty period was only 90 days, which caused a strong protest and appeal to the society. Soon after, China's "People's Daily"[1] called Apple a "smug pretender. The criticism of Apple by the People's Daily is not so much about Apple as it is about the impression that Jobs and the Apple of the Jobs era left on the world, and it is true that in the Jobs era, Apple was the company brand that was known with the arrogant egotism that accompanied by Jobs. The criticism of the People's Daily against Apple can be said to be a criticism derived from the irreverent legacy of Jobs and the consistent gestures of Jobs himself when Apple began to expand into China.

As Tim Cook came to that point, he declared to Apple fans in China that "we have caused the misunderstanding that Apple is arrogant and disrespectful of customer feedback" [2]and passed it to Chinese users/consumer, as if addresse to cure to some miss that included the irreverent tradition of Jobs and the result that led by Jobs's this consistent gestures, he declared:" We sincerely apologize for any concerns or misunderstandings that our response has caused consumers." As such, while making the revised warranty policy known to stores that retail Apple products locally in China, he also made Apple's management philosophy that

[1] Leander Kahney Tim Cook: The Genius Who Took Apple to the Next Level [2019 Japanese Translation by 堤沙織 (Tsutsumi Saori) SB Creative
[2] Leander Kahney Tim Cook: The Genius Who Took Apple to the Next Level [2019 Japanese Translation by 堤沙織 (Tsutsumi Saori) SB Creative

the brand culture of respecting users is the mission known, and as an excellent leader who honestly admits mistakes and problems and sincerely works to solve them, he has shown to the world qualities that far exceed those of his predecessor. He has shown the world that he is farther more qualified than his predecessor whom Jobs, in this area, and the confidence that the Apple brand has gained will increase as a result. The market share of the Apple product brand is rapidly becoming enormous, and one of the mechanisms should be the confidence that the Apple brand is reaping from its service culture, the culture which earned the confidence, this has been consciously developed since the Jobs era, and growth in Tim Cook era.

Indeed, an arrogant and provocative change in product marketing, like Jobs, is associated with an arrogant and provocative change in product culture, like Jobs. In the first place, Jobs wants to do things the way Facebook does things, and Facebook allows users' information to be used by advertisers without their permission, even if they have not asked for it, without acknowledging users' information as their own tacitly approved resource, while Jobs maintains a facade of respecting users' privacy, and does not allow users to consent to the use of their information. On the other hand, Jobs superficially respecting users' privacy, but while kept to answer some questions for users, until they consented that their privacy to was used.

However, Tim Cook fundamentally opposes any policy that intends to take advantage of user privacy, and he is determined to stop it once and for all, he pointed Apple out that has a business philosophy that clearly opposes the marketing policy of using users' privacy to promote advertising or to get users in a good mood to use their products, Tim Cook deeply believes that will earn good long-term effect. It is the matter of abandoning the kind of high-tech and development to such technology that "uses short-term profit and user privacy data as material for experiments and statistics," but it is also Apple under Tim Cook has always avoided boycotts and scandals which such as the Google and Meta-Facebook faced, because some privacy policies of Meta-Facebook and Google sacrificed human freedom and security. While Apple's long-term sustainable growth is protected precisely because of technological renewal under good business ethics and good corporate morals. Consequently, with the application of technological development in violation of CSR of using users' privacy data as material for experimentation and statistics, Apple is avoiding the risk of future like Google and Meta-Facebook of being criticized or even punished or restricted by laws and democratic politics that must maintain the social consensus. It can be said that Apple's word of mouth is more welcoming and has no negative impression than Google and Meta-Facebook, avoiding the risk, while continuing to maintain a mission of good significance to society and a good corporate culture, and firmly protecting a healthy brand culture. Compared with Google and Meta-Facebook, Tim Cook's innovation of the Apple brand culture is considered a great success.

2.2 Emphasis on corporate CSR

One of Tim Cook's business characteristics is to make corporate CSR a goal and key point of his management philosophy. In the past, Apple was seen by the world with an impressive image of a hard and sharp brand culture with a provocative attitude by Jobs, but by steadily emphasizing human rights, fairness and equality, and diversification, Apple's cultural brand under Tim Cook's era has shifted from a provocative, hard and sharp impression to a soft and friendly image. One of the reasons for this shift was the quietly transformed mission, the new mission which to make CSR the goal and cornerstone of its management philosophy.

2.3 Emphasis on corporate CSR

One of Tim Cook's business characteristics is to make corporate CSR a goal and key point of his management philosophy. In the past, Apple was seen by the world with an impressive image of a hard and sharp brand culture with a provocative attitude by Jobs, but by steadily emphasizing human rights, fairness and equality, and diversification, Apple's cultural brand under Tim Cook's era has shifted from a provocative, hard and sharp impression to a soft and friendly image. One of the reasons for this shift was the quietly transformed mission,the new mission which to make CSR the goal and cornerstone of its management philosophy.

Corporate's CSR is an abbreviation for corporate social responsibillty, and the United Nations Global Compact, a set of principles for corporate behavior published by the United Nations in 2007, divides CSR into four categories: human rights, environmental protection, labor standards, and anti-corruption. It has a "hierarchy of organizational needs" structure of legal responsibility, economic responsibility, ethical responsibility, and social contribution from the lowest to the highest level of CSR, and while preventing corporate scandals, it is related to brand association and name recognition, which are soft competencies facing corporate consumers, and it is related to the sense of meaning of work and management philosophy seeking long-term profits facing the members of internal. On the other hand, it is also involved in the sense of work meaning to the members of the internal and the management philosophy that seeks long-term profit, and is related to the centripetal force of the organization as corporate culture.

According to Tooru Hyakushima in Japan Nissay Basic Research Institute[1], CSR should be the starting

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[1] Tooru Hyakushima（百嶋徹）2019 "Recommendations for CSR Management from a Social Mission Driven Perspective - Short-term

point of a company's mission, because all corporate social responsibility and raison d'etre are recognized as social change and the creation of social value by solving social problems through business activities, and because companies can earn economic returns in exchange for the creation of social value. The creation of social value is a "higher concept" than economic return, and the idea of starting with a social mission rather than economic return is required, which results in value feedback. Tooru Hyakushima institute believes that social mission-driven CSR management can be put into practice through a "resonant chain" of shared high aspirations with diverse stakeholders, including employees, customers, business partners, shareholders, creditors, local communities, and even the government.

Apple's emphasis on corporate CSR with Tim Cook gives it a structure that strongly urges against human rights improvement and environmental protection globally through Apple's international supply chain.According to Apple's 13th Annual Global Supplier Responsibility Progress Report[1] in March 2019, Apple's CSR The results of Apple's efforts to encourage its global suppliers to work with Apple to protect the environment in fulfillment of its CSR commitments were that for the entire year prior to 2019 (2018), Apple saved a total of 7.6 billion gallons of water (equivalent to providing one gallon of water for every person on the planet at the time) and reduced its greenhouse gas emissions by over 466,000 tons. On the human rights front, suppliers and Apple have worked together to establish health programs that include nutrition and pregnancy for more than 250,000 people through 2018. In addition, Apple have various global suppliers, including Foxconn, compile a supplier evaluation list with 500 items, including various aspects of corporate CSR such as labor rights, business ethics, and environmental pollution prevention, to ensure that their suppliers are in compliance and that Foxconn and other suppliers are making efforts to improve labor rights protection and environmental protection,under such policies,Foxconn also is urged by Apple to makes efforts to improve the protection of workers' rights and the environment.

Apple as an enterprise in a developed country, creates added value through its "unique capabilities of an enterprise in a developed country" such as "product engineering and artistic design," "IT technology," and "logistics security of supply chain" as its number one intellectual resources, and then uses the management resources and intellectual resources of its "unique capabilities of an enterprise in a developed country" to provide added value to its international partners. While adding value to the international partner, Apple also sought to gain a location-specific advantage over its international partner.

In order to make it convenient to specialize management resources and capabilities, to become more efficient and profitable through specialization, and to improve supply chain efficiency through division of labor, Tim Cook joined Apple to develop a strategy aimed at ensuring an efficient supply chain, distribution, finance, and marketing. of international collaboration was developed. However, in 2011 and 2012, Apple faced a major crisis of corporate social responsibility at a critical moment when the important power of Jobs was handed over to Tim Cook. When Tim Cook was COO, Apple selected Foxconn (Fujikang) of Taiwan as its international strategic alliance partner for assembly plants [3]. At first, Apple was targeting Foxconn's inexpensive labor force, and Apple, which was becoming a multinational company, formed a strategic partnership with Foxconn for production. Through Foxconn, a long-established partner that specializes in supplying and assembling Original EquiPMent Manufacturers of various parts, Apple was able to easily access Chinese labor, which at the time was considered the most abundant and inexpensive labor force in Taiwan. By bringing Foxconn into Apple's brand culture, and by making it easy for Foxconn to gain access to the manual labor market, and by making its resources easily accessible through contracts, Apple has been able to increase its brand associations (the degree to which a brand is associated with a product category) and perceived quality (the quality perceived by consumers in relation to a brand) thanks to Apple. Foxconn will be able to operate an industrial craft of advanced technology while sharing the brand association (the degree to which the brand is associated with the product field), perceived quality (the quality image consumers perceive of the brand), and humanistic information resources that are first-rate or familiar to them. At first glance, it may seem to be a win-win deal, but this strategic alliance led to a great deal of scandal by one time.

About the initial strategic alliance between Apple and Foxconn, while Jobs' ruthless, narcissistic, and tyrannical management style was characterized by a callousness and disdain for environmental protection and human rights advocacy, Foxconn was also characterized by "cruel and tyrannical deprivation" that common flaw found in its Chinese bosses , and the Both defects resonated with each other, and their disregard for workers' rights and health was magnified by their synergistic effects. Apple is thorough when it comes to confidentiality, and it is strict about maintaining confidentiality, for example, monitoring visitors to its company.Ergo in 2011, when one of the prototype iPhones that was supposed to be sent to Apple went missing, Foxconn's central public security department violently interrogated the 25-year-old employee and even assaulted him, resulting in the employee's suicide. The Chinese government, which at the time was headed by Wen Jiabao, launched an

oriented management does not bring economic returns" Nissay Basic Research Institute

[1] Apple Supplier Responsibility 2019 Progress Report: https://www.apple.com/jp/supplier-responsibility/pdf/Apple_SR_2019_Progress_Report_J.pdf

investigation, which was reported by the Chinese government, which was then under the control of reformists, and major media around the world. This labor issue has become a hot topic in the U.S., and boycotts of Apple products have been considered on the basis of moral outrage. On February 5, 2012, in response to this report, Apple issued a statement saying, "We expect our suppliers to provide safe working conditions and to treat our workers with dignity" ,but in fact the improvement had been surprisingly slow. For example, in 2011, a Reuters reporter who visited the Foxconn factory was assaulted by two guards guarding the factory and was almost taken into the factory, and it was revealed at the end of 2012 which the Foxconn factory in Yantai, Shandong Province, China, which supplies OEM to Apple, uses female children as workers for a long period of time. In addition, there have been riots and strikes by thousands of Chinese workers in Henan and Shanxi provinces of China who supply OEMs and assemble chassis for Apple's raw materials and chemical crafts, because the raw materials and chemical crafts led to a lot of pollution. Thus, while Apple's brand culture wanted to provide Foxconn with company-specific capabilities to gain access and convenience to the local Asian labor market, Foxconn's factory organizational management, while seriously contaminated by Apple's product craftsmanship, was exactly what it had been 100 years ago, with its mechanical control of what Taylor called "Scientific Management" and its grossly inhumane treatment of Asian workers. However, while the pollution problem in Apple's product craft is serious, Foxconn's factory organizational management is exactly what Taylor called "Scientific Management" 100 years ago, which is a mechanical and pitiless rule, coupled with the harsh and inhumane treatment of Asian workers, Apple's brand culture will not have a positive impact on Foxconn, but on the contrary, Apple's brand culture could be stigmatized by the international cooperation with Foxconn.

With the New York Time newspaper's commentary at the same time, the political commentary community also said that Apple should vertically integrate its supply chain because relying on the supply chain would make it difficult to combine business and business ethics[1], and gave the comment that means "If Apple is going to be as protective of its organizational management, environmental protection, and corporate ethics toward workers as possible, it is possible or even likely that Apple is going to be as vertically integrated as possible in its international collaboration strategy. However, the length of the international supply chain makes it difficult for Apple to make a firm commitment to human rights ethics to its partners in international collaboration strategies, such as Foxconn, and if Apple does not internalize vertical integration as much as possible in its international collaboration strategies, it will be difficult for it to make a firm commitment to human rights ethics to its partners in international collaboration strategies, and it will be difficult for Apple to make a firm commitment to human rights ethics to its partners in international collaboration strategies". For Apple products, it is difficult to erase the impact of human rights violation scandals that damage the corporate product brand culture.

Indeed, it was the most serious challenge and crisis in Apple's international collaboration strategy. Even until now, it can not be said that such a crisis has been thoroughly resolved, and the factory that Foxconn is not in China but in India, the same problem has been exposed, Apple has been giving pressure that re-examining the collaboration to Foxconn, as of the period that this paper was written.

However, Apple has, in the end, overcome the crisis of the scandal, and has made Foxconn, a company whose owner Kuo Tai-Ming who directly expressed his disdain for democracy and human rights by one time and with a strong management tradition of brutality, place importance on improving the working environment and workers' human rights situation too. In other words, Apple under Tim Cook has changed Foxconn to a seemingly impossible extent without internalizing it, without acquiring Foxconn's production lines, and without internalizing the "third form of transaction" promised to Foxconn through intermediary organizations, yet still in the form of an international strategic alliance with Foxconn. About the secret of this case, in the first place is although the definition that both companies, as partners under the international strategic alliance relationship, are on equal footing and "make balanced contributions while respecting each other's autonomy," but in the case of Apple and Foxconn, if one respects Foxconn's "autonomy," then There seems to be no third option: either authorize Foxconn's egregious human rights abusive gestures or cancel the international strategic partnership with Foxconn. On the other hand, at the practical level, Foxconn doesn't have the knowledge resources necessary for Apple to be a partner in an international strategic alliance; it has the management resources to recruit and organize cheap labor as a partner in Apple's international strategic alliance, but these resources are in a form that seems too eerie for corporate ethics and more broadly CSR, therefore Foxconn lacks the resources to have an "equal" relationship with Apple. If Apple cancels its international strategic alliance with Foxconn, there will be new factories that will have their own brand culture sphere and will sooner or later improve themselves to largely replace Foxconn's production lines and change them to be suitable for Apple's OEM and chassis assembly, such some new factories sooner or later will come along.

On the other hand, for Foxconn, if Apple removes the international strategic alliance with them due to the pressure of corporate ethics and public opinion, there is a high risk of gradually losing various major customers

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[1] Leander Kahney Tim Cook: The Genius Who Took Apple to the Next Level [2019 Japanese Translation by 堤沙織 (Tsutsumi Saori) SB Creative

as a chain reaction, and even such a terrible CEO of Foxconn Guo Tai Ming, who isn't concerned about democracy and human rights, has to restrain his character and cooperate with Apple's Tim Cook to improve corporate ethics as Tim Cook demands. Even such a terrible CEO of Foxconn Guo Tai Ming, who is not care for democracy and human rights, must suppress his own personality and cooperate with Tim Cook of Apple to meet Tim Cook's demand for improvement of corporate ethics too.

In this way, Apple avoids enormous amount of resources that are not necessary in order to concentrate its resources most efficiently, and does not acquire Foxconn without internalization, while Foxconn's superiority is not commensurate with business ethics and does not have equal relationship with Apple, while Foxconn's capital and technological capabilities are sufficient to be used for corporate improvement, and Apple requires the conditions to fulfill CSR. While Foxconn's financial and technological strength is sufficient to improve the company, and Apple demands the conditions to fulfill CSR, it can skillfully take advantage of the "overall condition of having access to cheap labor market and mature production line", and take advantage of Foxconn's location-specific advantage, Apple's component production and chassis assembly can be done through cross-border production activities and the use of Foxconn's own production line. Apple will continue to be an international strategic alliance with Foxconn for production activities beyond its borders.

In addition, Apple under Tim Cook wants to do its best to meet the demand for environmental protection, so it must encourage various processes in the supply chain to cooperate with environmental protection and supervise its overseas subsidiaries that are adapting to localization under the policy of globalization and international management. For this reason, Apple company has moved away from the state that the American multinational company is generally an international company that takes the intermediate type between local adaptation and global adaptation, and continues to be a centralized type. However, as different with pursuing efficiency on a global scale, which is more of a means of guiding CSR at its subsidiaries on a global scale, Apple's level of commitment and effort in Tim Cook to address corporate CSR can be clearly seen in the cost and power saving mediation with Foxconn. The extent of Apple's commitment and effort in Tim Cook's commitment to corporate CSR is clearly visible in the mediation with Foxconn, where Apple left no stone unturned. If Jobs deal with this crisis that has emerged from the strategic alliance with Foxconn, as Cook's biography exposes him, it is possible that he will ruthlessly respond to the criticism he has received for worker deprivation with words to the effect that "those workers voluntarily accept their working conditions or that the work environment they are in is appropriate," or that he will issue his own famous quote, "Apple's greatest social responsibility is to reward Apple shareholders for their creative products and profits. He also put forth his own famous quote, "Apple's greatest social responsibility is to reward Apple shareholders with profits from its creative products" [1].It is the subjective motivation that stems from such values, and the emotional tint of Jobs' personal stubbornness and intransigence, that makes him uncomfortable with public opinion, and that makes him a target for the "public's" criticism of him, saying "It isn't exploitation" and "It's wonderful" when human rights group point the worker given maltreatment ruthlessly by Foxconn which a supplier of Apple out[2], if it rehappend in 2012, isn't difficult to imagine the consequences of not being able to resolve the dispute successfully and following it. The crisis of Apple brand corporate CSR that emerged in the transition period from Jobs to Tim Cook also suggested the timely importance of Tim Cook.

From the narrow corporate responsibility of "Apple's greatest social responsibility is to reward Apple shareholders with profits from creative products" which does not extend to all stakeholders, became to a cost-effective commitment to social contribution that addresses the public interest and social equity, such a change in Apple under Tim Cook is necessary and significant. Such a change in Apple under Tim Cook is necessary and significant. Tim Cook's emphasis on CSR is apparent,at the same time it is equivalent to explaining the necessity of CSR for the long-term benefit of the corporate brand.

Such zeal for the public interest, human rights protection, and environmental protection did not exist at all in the style of Jobs, and the transition of Apple's corporate culture during the Tim Cook era can be viewed through this window. Through his handling of the CSR scandal that has emerged from the strategic alliance with Foxconn, Tim Cook has used Apple's brand culture as a weapon to get Foxconn, a supplier with a well-known profit motive and disdain for human rights, to commit to a pro-human rights and pro-environment approach. The political influence of Apple's brand culture can be increased and fully operationalized, and use its influence to closely insure the supply chain, make the connection "from corporate CSR to the political influence of corporate brand culture" and "from the political influence of corporate brand culture to the in-depth security of supply chain", and while uplifting the moral responsibility of corporate CSR and adding a sense of meaning to the work, link corporate CSR with the security of supply chain and make the positive feedback between corporate CSR and the long-term benefits of the company which became visible, the sense of meaning that corporate CSR gives to the members of a company's work can be more effective because of it, and there may be positive results as well.

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[1] same as above

[2] same as above

The fact that Apple has emphasized corporate CSR under Tim Cook and has provided a structure that strongly encourages the improvement of human rights and environmental protection globally through Apple's international supply chain is a positive factor that has also gained political influence for Apple and the Apple brand during the Tim Cook era. In 2016, Tim Cook encountered the biggest and most serious challenge in the history of corporate CSR, which will be discussed next.

As Nissay Basic Research Institute's Tooru Hyakushima（百嶋徹）pointed out in his paper "Recommendations for CSR Management from a Social Mission Driven Perspective - Short-term oriented management does not bring economic returns" ,

such matters can be said to be one of the cases in which the social responsibility and raison d'être of a company are all recognized as the creation of social change and social value through the solution of social problems through business activities, and the social change and social value through the solution of social problems constitute a feedback of value.

2.4 Respect for Users

In December 2015, two iPhone owners, who are the perpetrators of a terrorist crime, committed a horrific terrorist act in San Bernardino, California, U.S.A. Apple's policy of ensuring the privacy rights of its users was subjected to the greatest moral torture. After the terrorist attack that caused many deaths and injuries, the FBI, the U.S. Federal Bureau of Investigation, has been trying to unlock the iPhone of the perpetrators with the intention of activating it without leaving any data stored in the iPhone. In addition, the FBI's request was granted by the San Bernardino District Court, which issued a 42-page court order to Apple to cooperate with the FBI about the of this incident.

Corporate CSR is an abbreviation for corporate social responsibility, and the United Nations Global Compact, a set of principles for corporate behavior published by the United Nations in 2007, divides it into four categories: human rights, environmental protection, labor standards, and anti-corruption. It has a "hierarchy of organizational needs" structure of legal responsibility, economic responsibility, ethical responsibility, and social contribution from the lowest to the highest level of CSR, and while preventing corporate scandals, it is related to brand association and name recognition, which are soft competencies facing corporate consumers, and it is related to the sense of meaning of work and management philosophy seeking long-term profits facing internal members. On the other hand, it is related to the sense of meaning of work and the management philosophy that seeks long-term profit for internal members, and is also related to the centripetal force of the organization as corporate culture.

For Tim Cook, who at that time was continuing to honor the Apple brand by enhancing the image of the product brand with a mission and management philosophy of respecting users, this was a ineluctable challenge, and there was a high risk that either of these would lead to the downfall of Apple's corporate fortunes, and his skills were being tested. The critical moment had arrived, when his skills would be tested.

When facing such a crisis of business ethics, whether or not to respect business ethics from the heart has become the deciding hand, because while real difficulties are inevitable, any choice has come to have to deal with different real troubles and hassles. In its mechanism for resolving "real and multiple troubles and annoyances", while the superficial image of "not avoiding difficulties and troubles" was in, look like the matter which not being able to avoid the difficulties and troubles of that plural reality, but while there are some mechanisms that gets rid of the troubles and troubles of the plural reality in the logic that lurks behind that image. That is to say, when coming face to face with a crisis, it is because of the idea and reason of real user respect, with a rational mechanism, therefore the action of the power that can gradually solve trouble and blame will work and the effect of the solution will become visible, in term of long-term effect, it will overcome such a crisis. If only decorate the surface of business ethics without real respect for their users, then there is no real mechanism to solve scandals and troubles, and so in the long run, scandals and troubles will be repeated again and again.

Tim Cook unlike Jobs, honestly respects user rights and respects user choice and privacy, while Jobs honestly wants to control user choice and use user data, but also wants to respects user choice and user privacy. And when he compared his Apple with Goole and Facebook, he found that Facebook and Goole arbitrarily used users' privacy data to recommend ads that would be good for users based on users' privacy data and to recommend ads that would put users in a good mood based on users' privacy data. In contrast to Facebook and Goole's immoral practice of arbitrarily using users' privacy data to recommend advertisements that would be favorable to users based on their privacy data, or simply sending users' privacy data to advertisers as raw materials for profit-making production activities to make money in cooperation with advertisers, Jobs said something that means "Apple doesn't use such practices, and have always asked our users whether they are willing to allow us to use their privacy data. We will continue to ask users if they are willing to allow us to use their privacy data until they give their consent". Even though Jobs maintained the appearance of respecting the user, it was trying to control the user's choice and privacy data from its true intention, so that "if you don't get

consent, we will keep asking you questions", and it will be to means,unless impossible to access user data in any way, always wants to exploit user's data. However, Tim Cook is different, he respects user's choice and data privacy from the bottom of his heart, and he has thoroughly stopped using user's privacy data to recommend advertisements that are good for users based on user's privacy data, like Facebook (Meta Facebook) and Goole, and to send user's privacy data to advertisers as raw materials for production activities to make money in cooperation with advertisers. In addition to thoroughly stopping the intention and behavior of recommending advertisements that can be taken in a good mood for users based on users' privacy data, sending users' privacy data to advertisers as raw materials for production activities, making money in cooperation with advertisers, such practices as above also forbidden by Apple. Tim Cook has expressed his clear disagreement with such practices of Goole and Facebookke (Meta Facebook), expressing his belief that using users' privacy data and controlling users' choices is not in the long-term interest while violating business ethics. He expressed his belief that using users' privacy data and controlling users' choices violates corporate ethics and this isn't in the best long-term interests of the company.

Tim Cook's business ethics are based on his instincts to respect and strictly protect users' privacy data, and in the midst of the serious crisis brought to Apple from the San Bernardino terrorist attack, refused the FBI's request and the San Bernardino District Court's writ of mandate to cooperate with them by unlocking the iPhones of the two perpetrators. Tim Cook interpreted that to unlock an iPhone without a password, one must create a new unlocking iOS, and then create a new unlocking iOS, and then create a new unlocking iOS. If the iOS is stolen or misused by the government and leaked to the public, there is a high risk that the safety of hundreds of millions of Apple users will be threatened, and that such a crisis will inevitably occur sooner or later. Tim Cook repeatedly explained to society and the public that if he follows this order of FBI, such crisis would occur sooner or later, and that it was almost inevitable. Such explanations caused a heated public debate, and at the time, presidential candidate Donald John Trump, many politicians, and various public institutions in the U.S. complained about such decisions and explanations by Apple and Tim Cook, while there were many citizens who didn't understand why Apple did with such as. However, since such a decision of Tim Cook really comes out of the true intention of respecting users and is really considered and implemented to protect users' privacy data and security, Apple's decision at Tim Cook not to create a new unlockable iOS has gradually become more and more clear through various events that have occurred over the time since then. Through various events that have occurred over time since then, the objective mechanism that Apple's decision at Tim Cook is appropriate for users' rights and business ethics has become increasingly clear, and with the combination of various reference incidents, public opinion has gradually continued to shift, and on top of that, after this times, FBI has developed its own unlocking method and its request for Apple's cooperation has automatically disappeared. Through this matters, the inside story that the FBI was interested in Apple's access to cell phone users over a long period of time was also presented, and word of Apple's protection of users' privacy data and defense of users' rights went up a notch[1]. Later, under the leadership of Tim Cook, Apple itself developed iOS, which cannot be unlocked without a password, and tried to protect users' privacy data, and Apple's good brand image was more firmly established.

On April 12, 2022, Tim Cook said Apple would continue its fight to protect data privacy in the best interest of consumers, summing it up as "one of the most important battles of our time. Few people would actually accept being followed by someone with a camera in their hand when they pick up their child from school, or being watched while working on their laptop. We don't call it a service, we call it an emergency. It's the same in the digital world", Tim Cook said. Therefore, in an era such as where dictatorships are trying to create a digital surveillance society with information technology, such respect for users by Tim Cook is highly meaningful and clearly shows the importance of CSR for a company's brand.

It is a symbol that Apple under Tim Cook has been a model of data privacy protection in this era of data privacy leaks and misuse, and is now believed by users replaces the character who the number one in protection of data privacy for blackberry cell phones . It shows the significance of Tim Cook's efforts and high-value corporate mission.

2.5 Making the collaborative partners and let himself human rights oriented.

In the area of marketing persuasiveness, Jobs has been a cussing lover, typically shouting "you are a creature without reproductive organs" in the conference room at those who failed to deliver parts in time cursing at Google when it challenged his monopoly, because Google challenged his monopoly, he also had hated Android system customers as well.

On the other hand, Tim Cook is characterized by calmness, expanding Apple's dominance in the supply chain, making Apple in an irreplaceable position for the brand influence of the major companies that depend on Apple for survival in the supply chain, and the most important thing is his unique personality and style, that is,

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[1] By Walter Isaacson, 2011 year "Steve Jobs:A Biography" (A) Kindle electronic edition

meticulous and stable attention to work items, meticulous and steady management and supervision style, clear and steady attention to work items, meticulous management and supervision of work management style also worked, For counterparties that aren't as difficult to be replaced by Apple itself, the pressure of being solid and meticulous is exerted as the project is very detailed.

There is a deep and fundamental difference in the political influence that one can exert on the other's company. For Jobs, the criteria for a good CEO are that he must continue to lead the company toward "creating a culture of great brands and great products that will change the world," that he must protect the human creativity of the company, and that he must be a "good CEO" who can maintain the company's vitality and make it a model of industry standards and success. This is what makes a good CEO, who can maintain the vitality of the company and make the company a model of industry standards and success[1]. On the other hand, the way Tim Cook does things and what he does, for Tim Cook, the criteria for a good CEO are not directly designing products, but handling logistics (the logistics of a company's business) - understanding and deploying an efficient supply chain, inventory distribution, finance, and marketing. Only by skillfully handling logistics (the logistics of corporate business) - the understanding and development of efficient supply chain, inventory distribution, finance, and marketing - can we lay the foundation for a great manufacturer brand, product design, and other corporate culture, and continue to efficiently convert the creativity of corporate members into profits through efficient supply chain, inventory distribution, finance, and efficient marketing, and provide positive feedback with the creativity of corporate members. The CEO who continues to provide an in-depth business environment and a comprehensive view of the company's business operations fulfills his position, according to Cook. On the other hand , for Jobs, the person who prevents him from realizing a good design is ridiculous, and that "rival's users" who do not give his product the feedback of prizes it deserves are also likely to take resentment that come from him. Furthermore, in the area of making his partners and himself human rights oriented, the first , for the workers of Apple's suppliers who were used under low human rights conditions of severe deprivation and oppression,Jobs said "It is their consensual engagement, and they deserve their working conditions" The famous saying "they are engaged in it consensually, and they deserve the working conditions" represented his sentiments. And it is hard to imagine that the curses which characterized Jobs, such as "You are a creature without reproductive organs"[2] could drive suppliers of Apple to change their values.

However, as Tooru Hyakushima（百嶋徹）of the Japan Nissay Basic Research Institute points out in his research, CSR, the social responsibility and raison d'être of a company, can only be recognized as social change and creation of social value by solving social problems through business activities. As pointed out in the study by Tooru Hyakushima（百嶋徹）and his colleagues, the social responsibility and raisons of a company in terms of CSR is to create social change and social value by solving social problems through its business activities, because companies can earn economic returns in exchange for the creation of social value, and the creation of social value is not only above economic returns but also the starting point is the social mission. It can be inferred that the cooperation of suppliers is necessary in the area of CSR, which is corporate ethics and corporate ethics in a broad sense, in the feedback of value, and that it is necessary to make the company and suppliers cooperate with each other while aiming to realize social values such as social responsibility and raisons together.

And in the area of making the company and suppliers work together to realize social values such as social responsibility and raisons, while it is not effective to exert pressure and pressure of talks that "you are creatures without reproductive organs" like Jobs, it is effective to exert pressure and pressure of talks like Tim Cook to make the company and suppliers work together to realize the social values such as social responsibility and raisons, and to make the company and suppliers work together to realize the social values such as social responsibility and raisons In his logistical security, he closely supervises his suppliers' supply chain, linking their interests to the corporate CSR of the Apple brand under Tim Cook, while closely working with his suppliers to increase and fully operationalize the political influence of the Apple brand culture, and ensuring that his suppliers work hard to improve their corporate ethics. Through the mechanism of closely supervising suppliers' supply chains while closely inducing suppliers to strive to improve their corporate ethics, the company pressures suppliers to cooperate closely with Apple's logistics, while "putting itself in a position where it is difficult to replace itself with Apple's brand influence and putting pressure on others who are not as difficult to replace as it is to replace itself," as the appropriate means of "making sure the details of the items are clear, he also encourage Apple's suppliers to join forces with Apple in order to realize corporate social responsibility and raisons based on social reform and the creation of social value by solving social problems through all business activities together, and to create a virtuous cycle of business between the federation of companies and "society and companies", in this manner, Cook promote the mechanism of "realization of corporate social responsibility and

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[1] Walter Isaacson　Kindle electronic edition of 'Steve Jobs: A Biography (A)'　Japanese Translation by 井口耕二（Koji Iguchi）2011 year　Kodansha Ltd.

[2] Leander Kahney　2018 year　Tim Cook: The Genius Who Took Apple to the Next Level（2019　year　Chinese Translation by 李世凡'li shi fan'　梁德馨'liana de xin'　CITIC Press Corporation

existential significance" to a higher level than before.

It is also related to the difference between transactional leadership and transactional leadership in the leadership styles of Jobs and Tim Cook. Transactional leadership, as the name implies, breaks the existing rules and opens the way for new construction. Transactional leadership, as the name implies, breaks the existing rules and opens the way for new construction. And it is not an approach that interacts with or aligns with those who are accustomed to existing rules and existing communication atmospheres, but one that dares to exert a disruptive force against the conventions and motivations of those accustomed to existing rules and existing communication atmospheres, a psychological potential to transformational the mental energy equilibrium of now. It is the role of the leader to open the way to a new state of mental energy equilibrium, whereby the old and obsolete things are erased in accordance with the demand for renewal, and everyone builds up the unknown things, if the role of leader to communicate and to make the partners in the partnership value human rights together with him or her, that will bias to transactional leadership. On th other hand, of course, Jobs has a transactional type of leadership style (some previous studies have included transactional type as well), while Tim Cook is more of a transactional leader in that direction, as in the way he meticulously supervises his subordinates, meticulously notes work items, and meticulously ensures that supply chain partners cooperate with Apple's meticulous and fast-moving logistics. Tim Cook's gestures, such as his close supervision of his subordinates, his close attention to work items, and his gestures of having his supply chain partners cooperate with Apple's detailed and fast-moving logistics, etc, belong to the transactional leadership style.

As Tooru Hyakushima（百嶋徹 of the Nissay Basic Research Institute has pointed out, CSR management from a social mission perspective can be put into practice through a "resonant chain" of shared high aspirations with a diverse range of stakeholders, from employees to customers, suppliers, shareholders, creditors, local communities, and even the government. This can be believed that CSR management can be put into practice through a "chain of resonance" of shared high aspirations with diverse stakeholders, from employees to customers, business partners, shareholders, creditors, local communities, and government. From this perspective, the key role of Tim Cook becomes clear, because his characteristic management style and methods of negotiation, which were pointed out above, are effective and appropriate for advancing the "chain of resonance" of shared high aspirations with various stakeholders.

2.6 Efforts to Change the Cultural Discrimination which is Jobs' Love

Jobs' indifference to human resource pluralism was well noted in his personal biography[1]. On top of that, Jobs' callousness toward human rights and the common good and his narcissistic personality disorder caused him to initiate the "dictatorship of the Internet platform company and cultural racism" of the Net era through Apple's cultural vetting. For this reason, Jobs was often criticized and protested by people who didn't give in to his sexual psychological conflicts.

Steve Jobs himself sexually liberated and played with women everywhere when he was young, but when he got older and had children, his Oedipus Complex with his narcissistic personality disorder and authoritarian personality made him try to prohibit his children's sexual instincts and put his children and even future mankind under his authoritarian omnipotence. With Oedipus complex-like psychological conflict, he sexual psychological conflicts + authoritarian domination, so that he want to put his children and the future human race under his authoritarian omnipotence. With Oedipus complex-like psychological conflict, he sexual psychological conflicts + authoritarian domination, so that he want to put his children and the future human race under his authoritarian omnipotence, It is as if "human beings should have no sexual instincts, human sexual instincts are abnormal, human sexual instincts are things that violate taboos such as desire and images of sexual life, they are abnormal and hateful and sickly," and like the smooth touchscreen tablet of the iPad, should be wiped away by Steve Jobs, not by the users themselves, to instantly return to the smooth, empty plane of the iPad, he takes the form of a setting in authoritarian rule, like the smooth touchscreen tablet of the iPad, human's sexual which seems instantly returning to the smooth empty plane should be wiped away by Steve Jobs rather than by the users themselves. Steve Jobs's narcissistic personality disorder and authoritarian personality, which is a result of his unresolved Oedipus complex about being abandoned by his own parents when he was a child, has been transferred to his children as they reach puberty, and he views his children's sexual instincts as abnormal and unjustified, and may even regard the sexual instincts of his own children as abnormal and unjustified. If the properties and patterns of the image of human beings, as if they were abnormal and harmful impurities, violate the prohibitions of authority whom looks like orthodox and proper, it should such as "it should be obliterated so that it will soon revert to a smooth, flat pattern",as if analogous to "the child cooperates with the sense of domination of despotic Oedipal complex sexual psychological conflicts", so do users when they use Apple products, the user's own sexual instincts and behaviors have to succumb to cooperation and obedience, so that humanity as a whole, and especially the descendants of humanity on the thema which "develop toward a human

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[1] Walter Isaacson 2011 year Kindle electronic edition of 'Steve Jobs: A Biography (B)' MINEUMSA Publisher

image with what instinctive attributes?", have to comply with the image of "human haven't sexual instinct, and haven't desire for sexual life and no sense of contact-like feeling of sexual activity by sexual instinct" following by it. On such as this imaginetions, users along with Jobs's adolescent daughter, is set by Jobs's minimalist, tyrannical, as if their sexual isn't existent, the almightiness sense of Jobs's minimalist control them to abstain thier expression of sexual's desire and sexual's image, thus complying with Jobs's control and following it specifications. In the subconscious sense of the way Jobs took on the matter at this hand, that is how it is.

In addition, the political criticism that won the Pulitzer Prize also wasn't allowed to enter the Apple Store by Jobs , and his personal ruthless and arrogant character gradually came into view in the latter half of the Apple's Jobs era, conveying a lack of empathy and a sense of narcissistic control from Jobs to the users. Thus, he unwittingly became the opposite of the position that he himself had once stood in when he was a young man, Steve Jobs gradually came into conflict with his behavior of the time when he was a younger, which his authoritarianism and the psychological nature of his narcissistic personality were hormonally suppressed when he was young, but after, he gradually came into conflict with his way of in this times, Jobs gradually came into to the opposition side which contrast to positions that such as when he throwing the hammer down on the the character in the novel 1984 whom "big brotherly Boss" [1]when he demonstrated the first Mac product at the launch. becomes less like a rebel, it is precisely they start to resemble more and more the image of a leader who look like a father with the attraction of religion and let the fans of himself to follow himself, western corporate culture along with the Oedipus complex of narcissistic domination that shapes human values, became to the posture that tyrannical control of society by major corporations, the management of the Internet has been led in the direction of the dictatorship of the high-tech giants, a side road that is the core lesion of modern society. In the pre-Steve Jobs era, when, for example, Bill Gates was the king of the IT industry, the tendency for IT companies to be biased toward cultural discrimination and the patriarchal despotism of judging the digital lives of users had not begun at all, and the tendency for high-tech information industry giants to dictate to society, was connected with Steve Jobs' business philosophy of "Sense of all-around dominance", this pattern was becoming associated with the trend of these high-tech giants taking dictatorship over people.

As such, there was a time, Apple brand culture under Steve Jobs, was moving closer and closer to the patriarchal culture approach, and the patriarchal culture's despotism, repression, hypocritical sexual taboo nervousness, the cultural racism that had formed around such matters, were becoming more and more pronounced, Apple brand culture is tinged with the psychological conflicts and personality defects of Jobs, and his psychological deficits have led to cultural and political discrimination, unfairness, and lack of human rights protection in the product brand design.

As this, Apple especially Apple brand culture under Steve Jobs was getting closer to the approach of patriarchal culture day by day, and there were often times when the patriarchal culture's despotism, oppression, hypocritical sexual taboo nervousness and, incidentally, cultural discrimination that had been formed by such matters were becoming more and more pronounced. It can be said that the Apple brand culture is tinged with the psychological conflicts and personality defects of Jobs, and his psychological deficits have led to the cultural and political discrimination, unfairness, and no-advocate of human rights protection in the product brand design. As an improvements to that, it is only after Tim Cook, who is getting to know well the flavor of sexism, started to replace him as CEO of Apple, that little by little Jobs started to change such a brutal legacy that he left behind.

Google the company that developed the Android system in the first place to oppose the all-encompassing dominance of Apple products in Jobs' mind and to try to compete with Jobs and the Apple brand, but now this dictatorship over humans by the global high-tech company is became a problem and it is being condemned, On the other hand, Apple, excluding Steve Jobs' personal defects, has received less of such accusations. As that can seen from the above, Apple's avoidance of major crises and wrong crossroads has indeed been quietly and timely done by Tim Cook.

It was under Tim Cook's reign that Tim Cook properly corrected the deficiencies at Jobs while inheriting the creativity stirred up by Jobs. As CEO, Jobs's narcissistic sense of control, which can't be said to be appropriate and can't be said to be mature, with his reality distortion field [2]of human resource management, where you have to be a genius or else you suck, and his tendency to dictate to society while maintaining a brand culture with religious appeal, it maybe pose the danger of "potentially overlapping the trajectory of Jobs' early life, from starting with greater successes to failure, under a larger cycle and size. It is precisely when in the Cook era by the reform which transforming such dangers, that Apple while continuing the design superiority of the concise sense from one end to the other of Jobs, transcended the tribal localization dominated which by the sense of autocratic rule with the minimalism of Jobs, transcended the types which was like the narcissistic world of self-circulation that was blocked from one end to the other, and led Apple to become a brand with high inclusiveness and popularity, transcending the tribal localization dominated by a sense of despotism with the

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[1] Walter Isaacson 2011 year Kindle electronic edition of 'Steve Jobs: A Biography (A)' MINEUMSA Publisher
[2] Walter Isaacson 2011 year Kindle electronic edition of 'Steve Jobs: A Biography (A)' MINEUMSA Publisher

minimalism of Jobs, Apple led the international standard and became a brand with high inclusiveness and pervasiveness. Around the time of the launch of the iPad and iPhone 4, Steve Jobs, gradually betraying his former piratical spirit due to his own narcissistic personality disorder that monopolies are natural, childishly denigrated the copycat strategies of Google and Adobe and sued them as if he thought he was exercising his natural authority and right to dictate, and wanted to block the release of Android, thus dictatorially stifling the imitators from other companions, when Apple was a company with only $40 billion in liquid assets, has become, but through the Cook era, Apple has been a full-fledged international giant with $267 billion in cash in liquid assets alone, in addition to over $220 billion in stock certificate recoveries and interest payments.

Precisely because when Tim Cook fixes the opposite of Jobs' disadvantages, transforming his advantages into sustainable forms, transforming Apple's cultural innovations into openness and inclusiveness that can adapt to globalization in today's ethos, and transforming Apple and its brand's impressive image in the marketplace from one that relies on individual mental control to one that relies on a team, that Apple's mature quality is being nurtured.

Section Second: The influence of Tim Cook's personal values and work personal characteristics during the succession and transformation to the Jobs Era.
1: Tim Cook's Values and Work Characteristics
1.1 Tim Cook's Position of Helping and Compassion for the Vulnerable as a Homosexual,
Tim Cook was born in Alabama which a state with a very high level of conservatism in the United States, has been a diligent learner since childhood and has an honest personality, his relationship with his parents was one of mutual love and empathy, while he also became aware early on that he was a homosexual, Using his good home life and the love and empathy of his parents as a psychological resource for self-acceptance and appropriate self-protection in a state of health and flexibility, he was able to protect himself from the surrounding environment which had an excessively strong tinge of conservatism, even to the point of paranoia, while at the same time maintaining a sense of fairness and equality in his inner world, cherishes fairness and equality, and acutely regrets for the styles which see the ache for cultural racism and prejudice as legitimate power, it was been conceived as so deep that it had never been experienced before by Jobs. Tim Cook's personality and customs, nurtured against such a background, are diametrically opposed to the arrogant and irreverent personality of Jobs, and he should not be lax while properly concealing his true feelings and privacy to avoid persecution, and he should be moderate and steady in protecting his privacy and self-defending his true feelings,on the other hand, the deep empathy with "pain and grievances from an unfair environment and ideology" of others who were similar to him, which had been gotten nurtured. In later, for the matters that Tim Cook calls for progressive values that seek to correct the narcissistic essentialist traditions and claims of user privacy rights and values equity and human compassion and environmental zeal, these were important values and life-view formative preparations.

The work sense of meaning that CSR brings to the members of a company, which the paper has discussed in this paper, is the sense of meaning that Tim Cook's management philosophy and policies give to the members of Apple through CSR, and now also try to discusses which Tim Cook has the meaningfulness of his work to himself.

Indeed, as the Japan Nissay Basic Research Institute points out in his research, the existence of a social value orientation suggests that American high-tech firms are entrepreneurs who are seriously thinking day and night about the realization of their social mission, and who are flexible and agile in their thinking, because this superordinate concept which "willing to radically respond to changes in the environment in order to create social value"[1]. In contrast, Japanese firms tend to be short-term oriented, and are often preoccupied with the capital scale of the global capital markets, and are not able to take advantage of the shareholder value of the global capital markets. In contrast, Japanese companies tend to be short-term oriented, and are bound by shareholder supremacy, preoccupied with the capital scale of the global capital market, and many Japanese companies have become less interested in improving labor and facilities to focus on short-term profits for shareholders, and their concern and awareness for social values have, of course, been further removed under the temptation of capital scale, and the mechanisms of the environment, which are social ecological systems that operate chronically and over a long period of time, are continuously being eroded as they age. As it ages, continuous value-added creation is losing its impetus, leading to the negative outcome of Japan's economic stagnation.

On the other hand, American high-tech companies have been able to secure high profits, because of suspending immediate profits and focusing on the creation of social value. While such a mechanism is also applicable to the ability to achieve national GDP as an organization, such a mechanism is also applicable to the performance and growth of management as an organization of a company. As Jobs repeatedly emphasized when

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[1] Tooru Hyakushima（百嶋徹） 2019 "Recommendations for CSR Management from a Social Mission Driven Perspective - Short-term oriented management does not bring economic returns" Nissay Basic Research Institute

he created Apple and the Apple brand, the most important thing to devise with all one's heart is not short-term profit, but creating a meaningful brand culture, which is the life force of the company.

The brand culture that was meaningful to Jobs was narrowly limited to new ways of using and communicating information in the digital age, although it added humanistic ideal but morals that had a higher and deeper meaning for Tim Cook. Furthermore, Tim Cook's higher and more deeply meaningful humanistic ideals and morals were allowed to take root in his business philosophy and personality psychology as he was protected by his parents' empathy and closeness, mixed with oppression and happiness, during the sensitive years of his childhood and adolescence when his personality and philosophy of life were being shaped. As a homosexual homo, while protected by the empathy and closeness of his parents, having frequently witnessed the grievances that accompany the threats and oppression of black and homophobic racist views from the deep red, deeply essentialist culture of Alabama, so that homo is deserves to be more worthy of being cherished to Tim Cook from his own standpoint. On the other hand, he had to endure a situation where, even though he felt compassion and happiness, he simultaneously felt the trampling on his humanity and his compassion for the good hearts of others, and the happiness of these black and other gay homosexuals whom he empathized with — — injured by this essentialist conservative culture. So much so that he was increasingly cheered by compassion and kindness worth cherishing, and the ideals of human rights protection and fairness became the noble social values and exploration of social values in Tim Cook's personality world, and the management philosophy based on his noble personality and social values of noble character became Apple's "social values" and The management philosophy based on his noble personality and social values became the basis for Apple's "social values" and "social change through society" business philosophy to solve problems as an organizational culture. With such a life history, Apple's organizational culture of "social values" and "social change through social problem solving" finally grew comprehensively, and in turn, the company's operating profit grew significantly. In this context, the mechanism pointed out by the Japan Nissay Basic Research Institute that "the creation of social value is higher than economic return, and high profits have finally been secured only when the company strives for the creation of social value," can be seen to have greatly facilitated Apple's growth under Tim Cook. The psychological developmental history of Tim Cook's homosexuality and his good upbringing can't be ignored for the fact that this mechanism greatly promoted Apple's growth under Tim Cook.

1.2 Focus on the Public Interest

Apple's corporate culture, which has undergone a major makeover under Tim Cook, is its emphasis on the public interest, and Apple's participation in the public interest since the Tim Cook era contrasts sharply with the almost complete absence of public interest items in the Jobs era, and in Apple's 2022 Progress Report[1], the retina-banding In the product MacBook Air of the screen, 40% of the components are made of recycled materials, the public benefit donated to the AIS treatment has become 270 million U.S. dollars until 2021, typhoons and various natural disasters, various disease responses, donations to various public benefit activities already, after understanding the worker's rights to workers, the state of securing rights, the rights of workers, poverty alleviation, education, and gender equality. In the state, poverty alleviation, education, elimination of gender discrimination, and the efforts to pay for the promotion of corporate CSR within the scope of the whole world can also be said to be remarkable, Through 2020, 801 Apple-led supplier assessments, 291 third-party audits of smelters and refineries, and 50 assessments of other areas of the service supply chain were conducted in 49 countries and regions[2]. The WOEMn@Apple organization was also established under Tim Cook's management philosophy of human resource diversification and fairness, which is eye-catchingly different from that of Jobs, and this is a mechanism to encourage women to join Apple and become Apple members, and to upgrade their abilities, Apple has also developed women's skill development and importance education for all members, and by 2020, in China alone, women accounted for 40% of the gender ratio in the management hierarchy. Since Apple's diversification of human resources, emphasis on fairness, and participation and assistance in public service projects have never been pointed out by the media as unevenly distributed here and there, it is not surprising that the implementation of Apple's management philosophy of emphasizing public service and fairness in other areas of the world is at roughly the same level which is natural.

Among its various utility-related operations, Apple is particularly committed to environmental stewardship, having already achieved 100% self-sufficiency in renewable energy resources for its own electricity by 2018, with nine more suppliers in its supply chain committed to 100% clean energy production. Apple is working with utilities to create and develop new local renewable energy projects, targeting a wide range of energy sources, including solar panels, collective wind farms, and emerging technologies such as biogas fuel cells, micro-hydropower, and energy storage technologies and wide range of energy sources[3]. According to Apple's 2020

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[1] Apple Environmental Report: https://www.Apple.com/jp/environment/
[2] Apple Supplier Responsibility 2020 Progress Report (Japanese) : https://www.apple.com/jp/supplier-responsibility/pdf/Apple_SR_2020_Progress_Report_J.pdf
[3] Apple sources 100% of its electricity globally with renewable energy https://www.apple.com/jp/newsroom/2018/04/apple-now-globally-

Corporate CSR Report, the carbon footprint (carbon footprint, an indicator to determine the amount of greenhouse gas emissions such as carbon dioxide emitted by human life and work) of the MacBook Air Retina display model will be reduced by about 50% compared to the 2017 model, and the carbon footprint for the use of aluminum in all Apple products will be reduced by 32% compared to the 2015 model. The carbon footprint of the MacBook Air Retina display model has been reduced by 50% compared to the 2017 model, and the carbon footprint of all Apple products for the use of aluminum has been reduced by 68% since 2015 to 32%. The carbon footprint for the use of alumina in all Apple products has been reduced by a range of 68% since 2015 to about 32%.

Since 2016, Apple has issued three green bonds (bonds directed toward green energy research and development) to help reduce global carbon emissions through its own investments and to demonstrate its ability to power communities around the world with clean energy use. In July 2020, Apple announced that it will be "carbon neutral by 2030, with zero greenhouse gas emissions, carbon emissions to the atmosphere, and carbon capture in soil and vegetation, throughout our supply chain and product lifecycle," and that it will "develop and implement projects to reduce our carbon footprint globally. In response to the "Net Zero Plan," Tim Cook said, "Taking action on climate change is a critical part of the future that will enable new innovation, job creation, and sustainable economic growth for generations to come. Tim Cook said: " Taking action on climate change can be the cornerstone of new innovation potential, job creation, and sustainable economic growth in the coming era." Furthermore, on March 24, 2022, Apple disclosed a $4.7 billion investment[1] in a green bond project designed to spur the development of low-carbon manufacturing and recycling technologies, and also announced plans to use the world's first commercially pure low-carbon aluminum by Eiysis in the new iPhone SE. The company also disclosed plans to use the world's first commercially pure low-carbon aluminum by Eiysis in the new iPhone SE.

According to the list of Apple's environmental achievements published on Apple's official website (Japanese version)[2], Apple has achieved a 75% reduction in disposable plastics in packaging since 2015, doubled the amount of recycled tungsten, recycled rare earth elements, and recycled cobalt used in Apple products by 2021, eliminated mercury, PVC, beryllium, and BFRs in computer keyboards, and reduced the amount of unrecoverable waste in Mac product screens by 0%. Apple will double the amount of recycled cobalt, eliminate the use of environmentally harmful components such as mercury, PVC, beryllium, and BFRs in PC keyboards, achieve 0% non-recoverable waste in Mac product screens, and apply 100% recyclable tungsten in the Taptic Engine for iPhone phone cases. The Apple-independently designed SoC (system-on-chip), praised as "the world's fastest CPU core in power-saving silicon" and "the world's highest CPU performance per watt," has a carbon footprint (CFP, the total life cycle from raw material procurement to disposal and recycling of goods and services) of less than 0.1 tons. The company has also discontinued the use of plastic film that wraps the box and is not easily degraded by soil bacteria. In addition, calling out the slogan "We are designing to make the world of the future better than it is now," the company has also made it possible to make 100% renewable the rare earth elements used in the magnets of Apple digital products and 100% renewable the tin, a carbon group element used in the soldering of the main logic board and the battery management unit. The slogan "Design for Apple's digital products" has been used to call for 100% recyclability of rare earth elements used in the magnets of Apple digital products, 100% recyclability of tin, a carbon group element used in soldering the main logic board and battery management unit, and 100% recycled gold used in plating the main logic board and wires for the front and back cameras.

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powered-by-100-percent-renewable-energy/

[1] Appleによる47億ドルのグリーンボンドが革新的なグリーンテクノロジーをサポート(Apple's $4.7 billion green bond supports innovative green technology)： https://www.apple.com/jp/newsroom/2022/03/apples-four-point-seven-billion-in-green-bonds-support-innovative-green-technology/

[2] https://www.apple.com/jp/environment/

[3]杨湃湃 苹果 CEO 库克的王道：从首席供应链官到首席执行官

 (paipai Yang : Apple CEO Tim Cook's Kingly Way: From Chief Supply Chain Officer to CEO) http://www.cn156.com/cms/shouxigongyinglianguan/108740.html

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As such, in disease treatment and response, environmental protection, and human rights advocacy, Apple's financial resources and energy invested in these areas have increased significantly in the Tim Cook era since the Jobs era. The impressive image of Apple in the eyes of the public was not related to his enthusiasm for the public interest. However, in the era of Tim Cook, Apple's participation in public interest activities has now become a spectacular and bright image as mentioned above.

Since 2011, when Tim Cook took over as CEO of the company, Apple members have been donating money to charities and volunteering to work for charitable organizations free of charge, which is equivalent to "money in donations. The same amount of money is also donated out of Apple's official account according to the amount of value. The policy doubled the amount of money Apple's tenured members donated to charity, reaching US$125 million in FY2018 alone, and also allowed Apple's tenured members to contribute up to 250,000 hours of volunteer work during the same year. Furthermore, Tim Cook himself, as a multimillionaire and the CEO of the most successful global company in the world, as if a manual laborer and participated in the volunteer activities of repairing the facilities of an elementary school and shared the photos of the site with his Twitter users. It has often called for the public-spiritedness of Apple members by the action of example without question, and has well rooted the custom and atmosphere of "social value orientation" of Apple's organizational culture in its cultural customs, and has cultivated such cultural customs as intangible assets of organizational climate, which is the custom of motivation common to all of you, other than explicitly stating it. From 2011 to 2019, Apple has already raised more than 365 million U.S. dollars in donations to non-profit organizations (NPOs) around the world, and although the contributions in this area are not likely to be summarized from 2019 to 2022, Apple's policy of public interest assistance, which has increased more and more in the new Corona disaster, has enabled Apple to contribute to the public interest. However, Apple's increasing public assistance policy during the new corona disaster should have increased Apple's contribution to the public interest and the rate of increase in investment more than in the period from 2011 to 2019[2].

In addition, the diversification of recruitment and the elimination of discrimination were also gaining a remarkable degree of success under the leadership of Tim Cook, and inclusion and diversification were Apple's first and foremost responsibilities and part of the company's mission.

It is important to mean it.

While Tim Cook succeeded Jobs and continued Apple's "social value orientation," he isn't good at product design, Even though he isn't as strong as Jobs in maintaining the "orientation to social values" in his own business philosophy through "creating revolutionary digital products that will change the world and the way we live with them", but he has continued to aim at the "noble values of concern, respect, and empathy for people, as well as equity and the common good" in his own business philosophy, and has applied such "orientation to social values" to Apple. In other words, while he has continued to put forth "orientation to social values" in his own management philosophy, he has applied such "orientation to social values" to Apple, and has been a leader in the field of "social value-orientation, Based on the "social value orientation" of "creating revolutionary digital

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[1] Leander Kahney Tim Cook: The Genius Who Took Apple to the Next Level [2019 Japanese Translation by 堤沙織 (Tsutsumi Saori) SB Creative Co.]

[2] 周晓雯 库克接手苹果的这十年(xiaowen Zhou : Cook took over Apple in the past ten years) https://wallstreetcn.com/articles/3649393

products that will change the world and the way we live with them," which was given to Jobs in the first place by Apple, the value orientation created in the Jobs era and the newly opened value orientation of the Cook era can harmoniously communicate with each other. Thus, the two communicate and multiply, and Apple's value orientation is "to create revolutionary digital products and lifestyles that will change the world, and to seek or approach goals that hang on the noble values of human concern, respect, empathy, fairness, and the common good. Through these things, Tim Cook is "guided by social values" in his management philosophy, even if Jobs initially gave Apple the values that contradicted social orientation, "Apple's greatest public interest is to reward Apple's shareholders with world-changing products and making huge profits", these aspects that appear cold-blooded in terms of human nature and indifferent to social justice" are also led to "give care and respect and empathy for human being ", and to the lofty values of fairness and public interest". It is in this way that the "social value orientation" of Apple's management philosophy has been improved, allowing the "social value orientation" to bounce back from the "social value orientation" and improve the economic returns.

1.3 Emphasis on supply chain

As mentioned earlier in this paper, one of Tim Cook's nameplate-like strengths is that he is a good manager of supply chains, and one of Tim Cook's business quotes is "It is evil to keep goods in stock too long. Inventory is like dairy products; no one is going to buy dairy products after their expiration date." A well-detailed supply chain is Tim Cook's specialty. The previous parts of this paper have discussed the events and the effects of those events, but now the paper would like to give more details and elucidate the structural mechanism of Tim Cook's supply chain management in detail.

The first, there are five elements that lead to success in the supply chain management strategy, each of which is "(1) Setting strategic service levels, (i) Prioritizing customers, (ii) Clarifying standard lead times, and (iii) "Clarification of appropriate inventory levels, ②: Improvement of demand forecast accuracy, ③: Redesign of business flow, (i) Clarification of business flow and rules, (ii) Appropriate supply chain design, iii" Review of production planning cycle , ④: Revision of departmental performance evaluation indicators, ⑤: Utilization of IT. Among them, the most visible and easy-to-manage elements related to logistics and the value chain are "Clarify standard lead times and appropriate inventory levels" in "(1): Setting strategic service levels" and "Review of the production planning cycle" in "(3): Review of production planning cycle, those are seen as very powerful in Tim Cook's logistics security measures, the two are more important than the other two, because of Tim Cook's supply chain strategy is seen to be of real importance only when it has hard data indicators on the extent to which the five elements of a successful supply chain management strategy are implemented in various measures and when they are well implemented, the two have hard data indicators for the extent to which they are implemented among the various measures in the five elements of a successful supply chain management. As mentioned earlier in this paper, Tim Cook's logistics security measures adopted the JIT production method[1], reduced Apple's product inventory period from one month to six or five days, which is less than one week, reduced the inventory warehouse from the original 19 units to 10 units, saved the cost of accounting and maintenance activities, and reduced suppliers' inventory to two hours. They convinced their suppliers to build factories near Apple and then notify them only when they receive orders, thus reducing Apple's parts inventory cycle to two hours at the time, and regularly engaged manufacturing equipment specialists to help them meet Apple's rigorous design aesthetics and quality requirements. (Note: This corresponds to the work of a cross-functional team that develops procedures and rules to keep information fresh in the supply chain and shared with Apple), while at the same time ensuring that suppliers are not subject to labor rights, business ethics, or environmental pollution prevention practices.), while also having suppliers compile a 500-item evaluation list that includes various aspects of corporate CSR, such as labor rights, business ethics, and environmental pollution prevention, to ensure that suppliers are strictly compliant.

Such matters have profound implications. Pascal Wichmann, AleXandra Brintrup, Simon Baker, Philip Woodall, and Duncan McFarlane of the Institute of Manufacturing Research at the University of Cambridge, UK, have co-authored a paper, "Towards automatic ally generating supply chain maps from natural language text," in the electronic journal "ScienceDirect", which is included in the Cambridge and Elsevier article databases. In their paper "Towards automatically generating supply chain maps from natural language text", co-authored and published in the electronic journal ScienceDirect, which is included in the Cambridge University article database and Elsevier's article database, they argue that supply chains are becoming increasingly global, and that the globalization of supply chains is accompanied by the globalization of supply chains. In the paper, "Towards automatic ally generating supply chain maps from natural language text," the paper mentioned that supply chains are becoming more and more globalized and that it is increasingly difficult and risky to fully visualize upstream supply networks in globalized supply chains, which is of course a problem that hasn't a solution yet.

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[1] Leander Kahney Tim Cook: The Genius Who Took Apple to the Next Level [2019 Japanese Translation by 堤沙織 (Tsutsumi Saori) SB Creative Co.]

Before the solutions to such problem is tested and applied to a big trick, five elements that lead to success in the supply chain management strategy, which is "(1) Setting (1) Setting strategic service levels, (i) Prioritising customers, (ii) Clarifying standard lead times, and (iii) "Clarification of appropriate inventory levels (ii) Improvement of demand forecast accuracy, (iii) Redesign of business flow, (i) Clarification of business flow and rules, (ii) Appropriate supply chain design, (iii) Review of production chain design, and (iv) Review of production management, (i) Clarifying standard lead times, and (ii) Clarifying appropriate inventory levels design, iii" Review of production planning cycle, ④: Revision of departmental performance evaluation indicators, ⑤: Utilisation of IT,if reconsider various subelements such as "Clarifying standard lead times, and Clarification of appropriate inventory levels" in "(1) Setting strategic service levels" and "Review" in "(3): Redesign of business flow. The most important of Tim Cook's logistics safeguards, "Clarification of business flow and rules" in addition to "Review of production planning cycle" in "(1) Setting strategic service levels" and "(3): Redesign of business flow", is seen as extremely important in the following. In addition, the "Clarification of business flow and rules," Tim Cook's logistics safeguards, is seen as the most powerful of the five elements of a successful supply chain management strategy, and the most easily visualised and manipulated by the company itself, which can be applied to the increasingly difficult and risky problem of complete visibility of the upstream supply network in a globalized supply chain. This means that Tim Cook's logistics security measures are this matters which are actively taking control of the key points to try to visualize the supply network to avoid the problem as much as possible, as long as there seems to be no workable and perfect solution to the problem at now.

Finally, the demand for a well-detailed supply chain has led Tim Cook to a reconfiguration of his strategic service level, so that he is not solely focused on the profits from the sales of hardware, because of his love of product design, but rather he is looking at the overall stakes in a more macroscopic way. For Tim Cook, a good CEO is a CEO who is good at handling logistics (the logistics of a company's business) - efficient supply chains, inventory distribution, finance, and the understanding and deployment of marketing[1]. Under this philosophy, it is natural for Tim Cook to make Apple "fully use its brand culture to create a sophisticated business ecosystem of digital media services," and to refine the sales net of the Apple business, which is based on Apple hardware products integrated from 'end to end'. Tim Cook has been rushing himself into the process of making Apple, a giant in the service industry, by making the sales net of Apple business more sophisticated, and making the course net from which Apple earns income more sophisticated in its entirety.

2: The general influence of Tim Cook's values and work personal characteristics
2.1 The Duties and Social Responsibilities of a Good CEO
Ray Wang, director of Constellation Research, a business counseling organization in Silicon Valley, where American microelectronic technology entrepreneurs and companies congregate, has such a critique of Jobs and Tim Cook. He says, "Jobs is an expert on agitprop with a great deal of insight, while Tim Cook is an expert on business efficiency and operations. In a company, you need both kinds of people: you need someone who comes up with good ideas that excite people, and you need someone who can push such ideas to market and apply them in a big way."[3], For Jobs, a good CEO is who can lead the company in a direction that "continues to create a culture of great brands and great products that change the world" [4] and protect the human creativity of the company as necessary to sustain the company's vitality and bring it up to industry standards and models of success. According to the management philosophy approach of Jobs, on the other hand, by the way and the approach that Jobs has implemented, Apple has been biased toward manufacturing, mainly relying on the development, renewal and sales volume of hardware with good design for hardware as the main selling point, but this pattern has been dependent on consumption and sales volume, and the amount of consumer as if the hardness of hardware which couldn't increase on its own , so its operating profit was limited to it.

For Tim Cook, however, a good CEO does not design products directly, but rather handles the logistics of a company's business - understanding and developing an efficient supply chain, inventory distribution, finance, and marketing [5] - in order to build a great manufacturer brand and the foundation of a company's culture, including product design, and to keep the creativity of the company's members efficiently converted into profits through efficient supply chain, inventory distribution, finance, and effective marketing. It is the only way to lay the foundation of corporate culture such as great manufacturer brand, product design, etc., keep converting the creativity of corporate members into profit efficiently through efficient supply chain, inventory distribution, finance, and efficient marketing, keep providing a business environment that gives positive feedback to the creativity of corporate members, and keep a comprehensive grasp of the company's business operations. For him that it is the CEO's unique role and responsibility to have a comprehensive grasp of the company's business operations. Thus, through Tim Cook's implementation and approach, Apple has shifted from developing new

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[1] Leander Kahney Tim Cook: The Genius Who Took Apple to the Next Level [2019 Japanese Translation by 堤沙織 (Tsutsumi Saori) SB Creative Co.]

hardware to a service industry design and business approach rather than a manufacturing industry design and business approach all the time, and Tim Cook has made Apple a big giant in the service industry, moving Apple from a company that primarily derives its operating profit from the volume of iPhone sales to one that has acquired over 800 million Apple users through iPhone sales, and that volume of over 100 million Apple users provides Apple with a steady operating profit from their spending in the Apple Store, and that is the reason for the company's success. Apple is making a thick operating profit from the business ecosystem consisting of Apple-branded service businesses (including Apple Stores), and in 2021, Apple will have 2.5 times the sales of each hardware equipment segment other than iPhones, such as Mac, iPad, Apple Watch, and wearable, etc. The shift of Apple's sales by product are shown in the following data: (Figure 5-5)[1]

(Translation:億ドル＝ billion dollars，

アップルの売上高と純利益の推移＝Changes in Apple's sales and net profit，売上高（左）＝ sales (left) , 純利益（右）＝ Net profit (right)
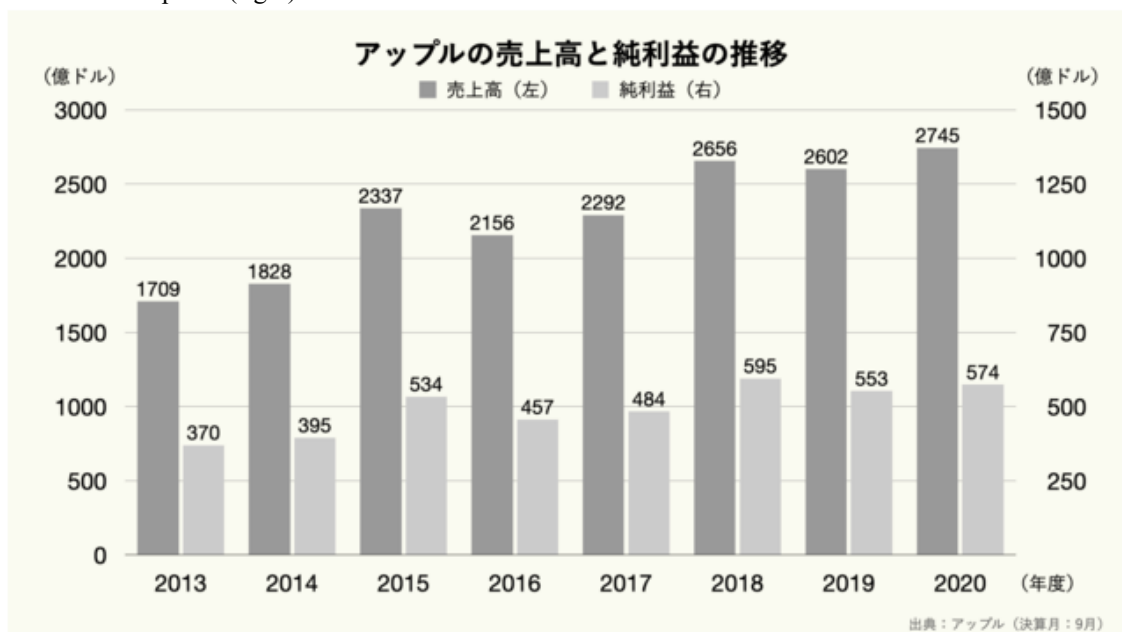
It is only after the turnaround that the reorganization of Apple's marketing management has occurred, and the key strategic marketing areas have changed. For now, after shifting the emphasis to a service business approach, the sales channel strategy for the sales of services, which are abstract products, has become much broader than the channels for the sales of concrete goods products, so the scope of utilizing the Apple brand can be expanded in various ways, and the expression of the "great brand" of Apple can be more fully utilized and grown,in next then it has stabilized the profit of Apple through the business that continues to stabilize the revenue source of Apple's management as the service to Apple users.

Columbia University commerce scholar Dan Wang has pointed out that the acquisition of such growth from the Jobs era to the Tim Cook era "has allowed Apple's sales performance to escape the cyclical instability of hardware product sales through Tim Cook's sales and service business. However, the commercial causes are not the only mechanism by which Tim Cook's management has been obtaining great success, and Tim Cook's management is also a mechanism to better utilize the company's vitality in the internal management process on top of the success in the marketing strategy for the outside of the company, Tim Cook's management is not only mechanisms for achieving great success in marketing strategies for the external activity of company, but also mechanisms to better leverage the company's vitality in its internal management and processes.

Both Tim Cook and Jobs are heroes for Apple after they have shown their achievements and talents, and they can be said to be key persons who become symbols in the method of "sharing symbols" as the company's organizational culture is shared by society like heroes, and they are embodiments of the shared symbols of the organizational culture. It is the embodiment of the shared symbols of the organizational culture.

Organizational culture consists of three parts: values, paradigms, and behavioral norms[2]. Values, as the most basic component of organizational culture, mean exactly what their name implies, and motivation, decision criteria, and communication are accelerated accordingly. A paradigm is "a set of rules and styles of thinking and perception, such as a worldview of the environment" shared by people in an organization, which facilitates

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[1] https://graph-stock.com/graph/Applenet-sales-by-category/
[2] According to Hiroyuki Itami(伊丹敬之) and Tadano Kagono(加護忠野男)'s "Introduction to Management Science"

communication among people and allows them to have a sense of trust in behavioral events such as corporate strategy and organizational management that are consistent with the paradigm, and therefore, to act according to those rules and styles. Furthermore, people communicate with each other while learning information in the paradigm and sharing them with each other to promote learning among the members. And, the code of conduct as an expression that embodies values and paradigms, is the norm when the paradigm of values and style of thinking and conception is put into practice.

In organizational culture, the first two, values and paradigm, are at the abstract level, while values and the latter one, code of conduct, are at the concrete level, and organizational values are the subjective value-related, i.e., the emotional experience style of "subjective self-image choices" common to people in a company, and organizational paradigm is The organizational paradigm is the "cognition of objective phenomena" in the psychological inner world, which is the rule of recognizing and thinking about objective phenomena, like the common worldview of people in a company, and in which values and paradigm are in a state where they are mutually reinforcing and interlocking. On the other hand, organizational culture is shared within a company through 1: expression of easy-to-understand but idealistic language, 2: sharing of concrete actions, 3: sharing of symbols, 4: education, and 5: selection. As symbolic figures in Apple's shared organizational culture, Jobs and Cook both continue to influence Apple's values, paradigms, and codes of conduct with their own good management concepts.

However, in the philosophy of sharing and incentivizing Apple's corporate brand management philosophy of "designing and creating great products" as Apple's organizational culture, the concept that has the greatest impact on the organizational culture of Jobs, it is not always possible to bring the same philosophy and behavioral approach to the company through the symbol of "the genius of product design" that is Jobs. The concept of sharing and incentivizing the management philosophy of the corporate brand through the symbol of "product design genius", Jobs, is to make the people of the company to have the same philosophy and action approach, but it is not always possible for each individual member to come up with great design ideas, and if they cannot come up with great design ideas, they are often severely criticized by their boss, Jobs, and even cursed by him. If they fail to come up with great design ideas, they are often under tremendous pressure from their bosses, who often put them under severe criticism and even abuse, which can easily lead to a severe depression in the area of "psychological capital (Psy Cap)", this contrasts with the dimension of intelligence "what knowledge one has" which is human capital, and also contrasts with the dimension of others "resources of human relations" which is social capital, and psychological capital is "the degree of mental development of one's sensitivity in the dimension of the individual himself/herself.

Furthermore, psychological capital [1] consists of the following four components as capital for putting psychological development to work (1): Self-efficacy in organizational behavior. This is the matter of raising the self-efficacy of employees with low self-efficacy by allowing them to experience success in tasks assigned to them according to their abilities and circumstances, in the belief that they will continue to successfully complete the procedural steps necessary to complete a task. 2) Hope. This is a state of positive motivation backed by a sense of power to advance toward a goal and a plan/path to achieve that goal. 3) Resilience. It is a concept of the ability to recover and return to a state of psychological health and maintain that healthy psychological state through the strength of resilience even after a temporary maladaptation due to exposure to a stressor in human beings in psychology. Such a concept is also cited in the theory of organizational behavior and is positioned as a component of psychological capital. 4) Optimism. It means a state in which one can easily protect one's own sense of competence from various discomforts and setbacks by becoming accustomed to external attribution of the causes and mechanisms of failure to temporary, singular, and external factors. Positive psychology has a similar concept, but the theory of psychological capital in organizational behavior theory differs from positive psychology in that it focuses on the consequential effects of the four elements of psychological capital on organizational work outcomes.

In general, from the point of view of psychological capital, we can draw the following conclusions.

For now, let's look at the psychological capital of members under Authoritarian-Autocratic leadership in the leadership style theory pointed out by Kurt Zadek Lewin. and Ronald Lippitt. The spontaneity and sense of competence, which are necessary for a positive attitude toward a positive future and overcoming adversity and problems by modifying one's path toward goals and overcoming problems, are suppressed under the Authoritarian-Autocratic style because of dependence on and fear of tyrannical orders, and psychological capital as capital to put mental development into work is reduced and becomes less effective in work, so that their effect on work is also diminished.

On the other hand, in the four models of organizational management pointed out by Rensis Likert, Jobs corresponds to the "System 1" Exploitative Authoritative that was once pointed out in Rensis Likert's

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[1] Yasuhiro Hattori （服部泰宏） 2020 year How to Think and Use Organizational Behavior Theory - To Obtain High Quality Evidence （有斐閣）Yuhikaku Publishing Co., Ltd.

organizational management model theory, and he was known as the "System 2" Exploitative Authoritative in the days before he left Apple the first time He managed most of the daily affairs of company management by himself, and his subordinate managers grew up not to think of themselves as dependent on his judgment and decision making, but he was also known as an abusive manager to his colleagues and subordinates at that time. Until the period of failure, Jobs gradually changed his Exploitative Authoritative style in the model of organizational management identified by Likert, R., and after his return to Apple, he became more aggressive in delegating responsibility to lower management levels and trusting top management than before. He was more willing than ever before to delegate responsibility to lower management levels and to trust top management. In that period, Jobs' management style generally belonged to "System 2" Benevolent Authoritative in the model of organizational management pointed out by Likert,R. However, in both Exploitative Authoritative and Benevolent Authoritative styles, the management style of Jobs often sought obedience on the basis of intimidation and aggression, which was opposite to the psychological capital of his colleagues and subordinates, especially to the optimism in the psychological capital. It is often the opposite of Optimism, which is the psychological capital of the company, and often are led to attribute the inadequacy of the work of colleagues and subordinates to themselves by Jobs, which is detrimental to the psychological capital of the members, psychological development, and of course, resistance will occur if Jobs is shared as a symbol of the company's organizational culture.

As described in Hattoriyasuhiro's book, "How to Use Organizational Behavior Theory: How to Obtain High-Quality Evidence," a study by Luthans and Toussef (2004) hypothesizing a causal model of psychological capital and a meta-analytic study by Avey et al. (2011) testing that causal model with a total sample size of 12,657,000 people and 51 studies, the results of the meta-analytic study of psychological capital are not favorable. The results of the meta-analytic study, which consisted of 51 studies with a total sample size of 12.657 million people, which tested the causal model conducted by Luthans and Toussef in 2004 and by Avey et al. in 2011, indicated that the outcomes negatively correlated with psychological capital were divided into unfavorable attitudes and undesirable behaviors, with the elements unfavorable attitudes and undesirable behaviors. The three sub-items of "unfavorable attitude" are cynicism toward change, anxiety, and intention to leave, and the sub-item of "undesirable behavior" is deviant behavior. Furthermore, as factors affecting psychological capital, the four factors affecting "self-efficacy" are proficiency experience, feedback, psychological/physiological arousal, and learning; the three factors affecting "hope" are goal setting, planning, and goal re-setting; the two factors affecting "resilience" are focus on risk and focus on process; and the two factors affecting "resilience" are focus on risk and focus on process. Resilience is influenced by risk-focus and process-focus, while optimism is influenced by tolerance for the past, appreciation of the present, and a realistic view of things.

This is shown in the diagram below

(Figure 5-1)

図 8-4　心理的資本の因果モデル
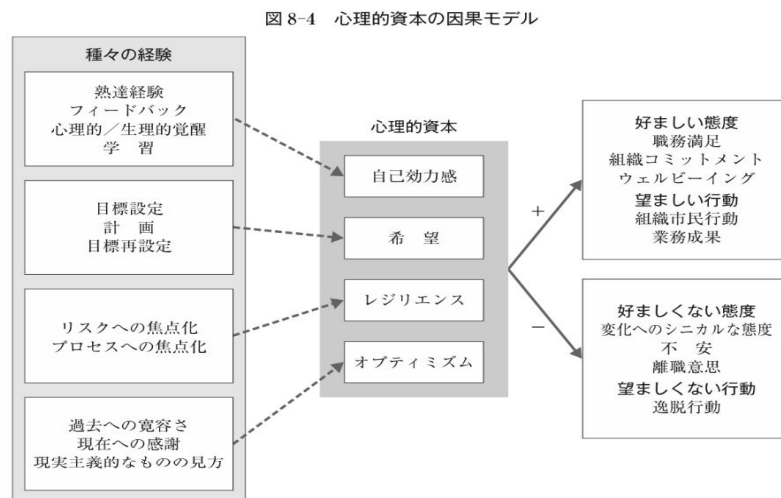
（出所）　Luthans and Youssef（2004）；Avey *et al.*（2011）を参考に筆者作成。

表 8-3　心理的資本のメタ分析

		k （結果が報告された 研究の数）	N （すべての研究の合計 サンプル・サイズ）	r （心理的資本との 関係の強さ）
望ましい 態度・行動	職務満足	10	3,123	0.45 ***
	組織コミットメント	9	2,072	0.40 **
	ウェルビーイング	3	1,305	0.40 **
	組織市民行動	8	2,319	0.43 ***
	業務成果	24	6,931	0.26 ***
望ましくない 態度・行動	シニカルな態度	4	918	− 0.46
	不　安	4	1,459	− 0.20 ***
	離職意思	5	2,650	− 0.28 ***
	逸脱行動	7	1,959	− 0.43 ***

（注）　*** : $p<0.01$，** : $p<0.05$。
（出所）　Avey *et al.*（2011）より筆者作成。

1

(Translation about Figure 5-1):
図 8-4 = Figure 8-4
　心理的資本の因果モデル= Causal model of psychological capital ,
種々の経験= various experiences , 熟達経験= proficiency experience ,
フィードバック= feedback ,
心理的/生理的覚醒= psychological/physiological arousal ,
学習= study , 目標設定= aim setting , 計画= plan ,
目標再設定= aim retargeting , リスクへの焦点化= focus on risk ,
プロセスへの焦点化= focus on process , 過去への寛容さ= tolerance for the past ,
現在への感謝= gratitude for the present ,
現実的なものの見方= view of reality ,
心理的資本= psychological capital , 自己効力感= Self-efficacy ,
希望= hope , レジリエンス= resilience , オプティミズム= optimism ,
好ましい態度= good attitude , 職務満足= job satisfaction ,
組織コミットメント= organizational commitment ,
ウェルビーイング= well being , 望ましい行動= desired behavior ,
組織市民行動= organizational citizenship action ,
業績成果= performance results , 好ましくない行動= no-good behavior ,
変化へのシニカルな態度= cynical attitude for change , 不安= anxiety ,
離職意思= intention to quit , 望ましい行動= no-desired behavior ,
逸脱行動= deviant behavior ,
表 8-3 = Table 8-3 ,

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[1] Yasuhiro Hattori （服部泰宏）　2020 year　How to Think and Use Organizational Behavior Theory - To Obtain High Quality Evidence　171 Page （有斐閣）Yuhikaku Publishing Co., Ltd.

心理的資本のメタ分析= Meta-analysis of psychological capital ,

結果が報告された研究の数＝Number of studies for which results were reported ,

すべての研究の合計サンプル・サイズ= total sample size for all studies ,

心理的資本との関係の強さ= Strength of relationship with psychological capital ,

　望ましい態度・行動= desirable attitude/behavior ,

望ましくない態度・行動= no- desirable attitude/behavior , 注= note ,

　出所= source ,

Avey et al.(2011)より筆者作成= Created by the author from Avey et al.(2011) ,

Looking at the conclusions of this study, cynicism has the greatest negative association with the corresponding items of psychological capital among the various undesirable outcomes, as shown by the deep-seated and unmatured feeling that Jobs himself "sucks if you're not a genius" at work, and the defect that he has difficulty controlling his quick temper, lashing out at subordinates and colleagues, and cursing. If the work does not go smoothly as expected and planned, the shortcomings of the lack of psychological capital will be exposed in his unconscious.

Thus under Jobs, as a symbol of the company's shared culture, in the process of interaction's effects which between this two paradigms, the one in the two paradigms is behavioral norms of "making decisions and voluntarily controlling behavior ,and the other is paradigm of "community among company members, learning from each other, and making decisions in action" , many conflicts and injuries occur along with the paradigm of Jobs' own personal culture. And the mechanism by which it is not easy for psychological capital to function smoothly due to high wear and tear may be easier to was understand if refer to the concept of psychological capital.

On the other hand, side of Tim Cook often shows a trend of improvement. Among the various result items negatively correlated with psychological capital, there is no corresponding item that is often seen in Tim Cook's personal customs and traits of steadiness and moderation, and furthermore, among the result items negatively correlated with psychological capital, "anxiety, deviant behavior, and cynical attitude for change" are the opposite of Tim Cook's personal traits and customs, i.e., they are opposite to the traits seen in Tim Cook's personal traits due to his lack of psychological capital. In addition, among the items negatively correlated with psychological capital, "anxiety, deviant behavior, and cynical attitude for change" are opposite to Tim Cook's personality and customs, which are the characteristics of Tim Cook, suggesting that his conditions of psychological capital is good. And what can be further measured is that, when it affects the organizational management, the three factors of "tolerance for the past, gratitude for the present, and view of reality" are the factors that positively correlate with Tim Cook's own psychological capital's margin of optimism and growth as a manager. Since these three are factors that positively correlate and promote the margin and growth of Tim Cook's psychological capital optimism, it is necessary to include the structural model of such optimistic health as part of the way of expressing the margin, which means the health of psychological capital in the direction of optimism, so that the mechanism of the part himself can be used as the basis of his colleagues' and subordinates' psychological capital (especially optimistic capital). It also has a positive impact on the psychological capital (especially optimism) of his colleagues and subordinates.

In addition, Tim Cook's organizational management style corresponds to the "System 4" Participative pattern in the four models of organizational management pointed out by Rensis Likert, in which he prohibits the personal power struggle known as "office politics" while allowing multiple project teams to communicate and cooperate with each other. He is the common manager of multiple project teams, and serves as the "pin of linkage" by allowing them to communicate and cooperate with each other while prohibiting the personal power struggles that he calls "office politics". Such a situation is relatively easy to be shared as a symbol of corporate organizational culture in the first place, and on top of that, the concept of Tim Cook's organizational culture as a symbol is relatively easy to be practiced because it is the steadyness in the territory of corporate CSR such as corporate logistics security, human rights protection, human resource diversification, emphasis on fairness, and environmental protection. In terms of psychological capital, Tim Cook is relatively easier to resonate with as a symbol of corporate culture, and the psychological capital of the members can be accumulated and utilized in the process of working with the paradigm of "community among company members, learning together, and decision-making in action" of the shared organizational culture. The accumulation and utilization of members' psychological capital becomes much more convenient in the process of working with the paradigm of "community, learning, and decision-making behavior among company members" of shared organizational culture. In view of the four elements of psychological capital, "steadily and meticulously ensuring logistics" and "seeking humanistic values such as fairness and the common good", which are characterized by Tim Cook, are easy to learn even if the talent is not a genius, meaning and business profitability are also more clearly visible and explicit. If Tim Cook is shared as a symbol of Apple's organizational culture with such characteristics, it will

be easier to generate psychological energy based on the values and paradigms of the organizational culture at Apple, compared with "design products that transform the world" which characterized by Jobs as a symbol of the organizational culture such as organizational culture in other parts of Apple, in the paradigms which are the worldview and rules of perception and thinking within this two organization's culture , the side that Tim Cook as the symbol of organizational culture will be more clearly to defined, his characteristics of "ensuring steady logistics" and "seeking humanistic values such as fairness and the common good" have more explicit criteria. For Tim Cook, the role of a good CEO is "to handle efficiently the supply chain, inventory distribution, finance and marketing, to lay the foundation for a great manufacturer's brand, product design and corporate culture, and to take full control of the company's business operations and continue to turn the creativity of its members into profits by ensuring its logistics ". Such a philosophy of "taking full control of the company's business operations and continuing to turn the creativity of the company's members into profits by ensuring distribution" is more intuitive and emotional than the emphasis on "designing great products that can change the world. Tim Cook's management philosophy of what a good CEO should do is relatively less difficult to learn and coordinate than a model that emphasizes "designing great products that can change the world," which is intuitive and emotional, and where members who are not geniuses usually "grasp the framework of their business ideas, learn it and work with it, learn it and coordinate with it. By sharing his process of communication and learning as a symbol of organizational culture, so that the cycle of knowledge transformation in the company will be accelerated through communication and learning in sharing him as a symbol of the organizational culture, and the process of increasing the competitiveness of the company by enhancing intellectual assets through the sharing of intellectual assets will also be accelerated.

As described above, the person who shares Tim Cook as a symbol of the organizational culture has a clearer criterion that anyone can judge for the two elements of the organizational culture: the paradigm, which is the worldview and rules of perception and thinking about the environment, and the code of conduct, which is the embodiment of the values and paradigm of the organizational culture. The learning activities to learn information and abilities to be learned under the shared paradigm will be accelerated, and finally the cycle of knowledge transformation in the company will be accelerated, and the cycle of knowledge transformation pointed out in the knowledge management theory will be accelerated. Finally, the positive feedback of such a virtuous cycle enhances the competitiveness of the company, and the efficiency of the cycle is higher and better. It is the state be expressed by a part of Apple's organizational culture, this part of Apple's organizational culture is characterized by him as the symbol of the organizational culture.

2.2 Apple's value chain under Tim Cook

As already mentioned in "1.3 Focus on Supply Chain" in Chapter 5 earlier in this paper, Tim Cook seems to hold the key to a successful supply chain management strategy in Apple's own hands by focusing on the most easily visible elements of the supply chain as important points. The key seems to be in Apple's own hands, and the focus is on the easiest to visualize of the five elements that lead to a successful supply chain management strategy. This is a praiseworthy individual attitude and ability, but for Apple as a whole, mere such points are not enough to address the complex and vast business marketplace, so it is still more important to focus on the more complex and all-encompassing supply network marketplace, where the hard-to-visualize variables can be more easily addressed. A systematic structure of supply chain strategy" is needed to easily respond to the more complex and all-encompassing supply network market variables that are difficult to visualize. In this regard, Huimin Li and Feng Lin of Shanghai University of Technology in "Three-level Supply Chain Investment Decision Model Analysis --Take Apple Corp as an Example In "Take Apple Corp as an Example"[1], they used a Stackelberg game model based on the optimization of capital utility for complex variables in Apple's complex supply network based on a three-level hierarchy of "processors/manufacturers-Apple distributors", the investment decisions in the three-tier supply chain integration are more profitable than the individual investment decisions at each node in the supply chain, and in terms of the effectiveness of the supply chain integration, the "fixed price of the product obtained from the investment equilibrium point between Apple and the process manufacturer and between Apple and the distributor" is greater than the fixed price of the product obtained from the effectiveness of each node in the supply chain. The investment based on the overall supply chain effectiveness is more profitable for the same amount of investment, because the "fixed price of the product obtained from the investment equilibrium point between Apple and the processing manufacturer and between Apple and the distributor" is larger than the fixed price of the product obtained from the effectiveness of each node in the supply chain. And Apple's investment in its own three-tiered supply chain network led to Apple's upstream and downstream supply chain investment equilibrium point is relatively reduced through increasing the price of products offered to manufacturers and distributors (distributors) according to the availability of its own nodes, so that Apple will gain more profit. Through such a structure, Apple has been able to successfully cope

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[1] Logistics Sci-Tech 2017year

with the risk that its supply network has become increasingly difficult to fully visualize for itself and has emerged. Through such a structure, Apple was able to successfully cope with the risk of its supply network becoming more and more difficult to fully visualize, and in addition to the tightness of the value chain flow in Apple's value chain, the efficiency of value creation was also secured. Such meaning is being hinted in the "value chain" of Apple under Cook.

In this context, Apple can be understood to have reached equilibrium in a three-tiered supply chain when its capital efficiency is equal to the capital efficiency of its upstream past manufacturers and downstream distributors, respectively, and the price at that point is the equilibrium price in the supply chain. The price Apple pays its upstream processors through innovation (Author's Note: Disruptive innovation in particular, because the paper "Three-level Supply Chain Investment Decision Model Analysis -- Take Apple Corp as an Example The three-level supply chain integration model listed in the paper itself, because it was based on the variation of unit cost and innovation return on investment sensitivity coefficients within a complex functional relationship to calculate profit) , especially disruptive innovation, is lower than the price it pays its downstream distributors, while the price it pays its upstream processors is higher than the price it pays its downstream distributors.

That would have profound implications for Apple. Compared to Apple's crowded supply chain structure in the period before Steve Jobs introduced Tim Cook to Apple and took charge of logistics management, Apple's current supply chain is much more mature and developed, and can be described as an anomaly that can be visualized and manipulated through mathematical calculation procedures. After determining the equilibrium point of investment, the company can control the supply chain with the equilibrium price determined from the equilibrium point of investment, and even if it is still difficult to fully visualize the supply network, it can control the upstream processors and manufacturers of the supply network to control the risk of the difficult-to-visualize supply network. While controlling the upstream risk of the hard-to-visualize supply network, Apple can control the upstream processors and manufacturers of the supply network while following the "equilibrium point of investment in the integrated supply chain", which allows Apple to capture the most relevant variables for Apple as the standard among the complex variables of the hard-to-visualize supply network. In this way, Apple is able to grasp the key influential models when elements of the supply network that are difficult to visualize and that affect the company are relevant to the company, and therefore the company holds the key points to avoid risk models in the supply network that are difficult to visualize. Thus, Apple, with the help of Tim Cook and the rest of Apple's logistics management team, has successfully addressed the risk conundrum of the global case mentioned by Pascal Wichmann, Alexandra Brintrup, Simon Baker, Philip Woodall, and Duncan McFarlane in their paper " Towards automatically generating supply chain maps from natural language text" [1].

With the perfecting of such logistics security, the inventory turnover ratio, which is an efficiency indicator that shows the efficiency of the enterprise in relation to its assets, has been moderated, and in addition, the enterprise has also moderated its operating profit, which is the result of subtracting the profit and cost generated by the value chain of logistics, which is quite important for the growth of the vitality of the enterprise. It is quite important for the growth of the company's vitality.

2.3 Meticulous attention to detail

Tim Cook's work style is low-key yet steady and rigorous in its treatment of the details of his job, a point well emphasized in his personal biography. After 45 minutes, the project leader was still sitting in his office, and Tim Cook approached him and asked, "Why are you still here? ", the project leader went directly to the airport to go to China to deal with the accident without going home immediately. If such matters happen under Jobs, if Jobs's subordinates are not up to the task, then Jobs curses them with the paranoid-schizoid-position dichotomy. For Jobs, if one person is not a genius then the person is a douche. But Tim Cook keeps asking precise, close-grained questions in rapid-fire bursts that annoy, distress, and frustrate his subordinates who handle their work with carelessness and imprudence, and he is not a man of precise, steady maturity in his works. Tim Cook's members who are meticulous and steadily skilled on their works, such members who meet Tim Cook's standards[2].

Such a rigorous attitude encouraged Apple to create a steady corporate culture. First, if contrasting the concept of psychological capital will know such mechanisms, the influential factors that generate the psychological capital item "self-efficacy" are the items of mastery experience, feedback, learning, and psychological/physiological arousal, and the work style that ensures meticulous attention to detail promotes the company members' feedback and learning on the contents of their work areas, which in turn promotes mastery experience and promotes the overall influence on the self-efficacy of all company members. The work style that allows for close attention to detail has a comprehensive impact on the overall development of all members of the company, as it encourages them to accumulate feedback and learning on the content of their job, which in turn

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[1] Academic electronic journal "ScienceDirect"

[2] Leander Kahney Tim Cook: The Genius Who Took Apple to the Next Level [2019 Japanese Translation by 堤沙織 (Tsutsumi Saori) SB Creative Co.]

promotes their experience of mastery, and finally improves their sense of self-efficacy.

In addition, the psychological capital item "hope" can also be considered to have a positive association with Tim Cook's dignified and steady work style, which is characterized by meticulous attention to detail. It is a motivational state in which the influencing factors of "goal setting, planning, and goal re-setting" are given meticulous attention to detail, and are reviewed, repeated, and carefully noted in the affairs of the role in a dignified manner, followed by "hope" for business behavior, a feeling of positive goal-oriented mental energy that leads to success. Confidence is raised by the reexamination and careful preparation of action plans, which are clarified and flexibly adjusted.

So, Apple's psychological capital that receives more positive influence will also improve job satisfaction and organizational commitment, and thus the mechanism that psychological capital is positively influenced by Tim Cook's dignified and steady work style will contribute to making the company's organizational culture seem more vibrant. It should be proven that the mechanism of the positive influence of psychological capital on Tim Cook's dignified and steady work style contributes to the company's organizational culture appearing more vibrant.

Then, if summarize the gist of this chapter, Tim Cook's dignified and steady work style with meticulous attention to detail is a positive influence factor for the psychological capital of the Apple organization, and although it may be difficult for ordinary people to see it at a glance, it may have a positive influence on the quality of the work concept of Apple's organizational culture with its low profiling appearance and strong executive power, as well as the precision and steadiness of the work process. The execution ability is powerful and contributes to the quality of the work concept and the precision and steadiness of the work process of Apple's organizational culture with good influence. The above-mentioned contents can be said to be some of the representative contents in "the influence that Tim Cook had on Apple as an individual's values and work style during the succession and change to the Jobs era," which was quietly and deeply changing Apple's culture.

2.4 Recommendations for team cooperation and interaction and prohibition against office politics

Tim Cook who disliked "office politics" because of his own honest nature. One top manager who founded Apple with Jobs, but was so infatuated with office politics and obediently flirtatious with Jobs that he was favored and trusted by Jobs, tended to hold down his colleagues, and was not well received among his colleagues. He was not well-reputed among his colleagues, but Cook resolutely and courageously expelled this top managers[1]. After doing this, Cook established a rule to expel any member of the company who was involved in a private conflict within the company. In addition, in contrast to the hostile competition among teams, which wasn't forbidden and was even connived and liked by Jobs, under Jobs, "inter-team cooperation while inter-team competitor for power and profit"which were encouraged. As mentioned earlier in this paper, besides the mechanism of accelerating internal knowledge sharing and promoting knowledge transformation and creation, Tim Cook's personal morality and work style were also considered to be a major factor in his decision. Besides the mechanism of accelerating internal knowledge sharing and promoting knowledge transformation and creation, it also shows the honesty and truthfulness of Tim Cook in terms of his personal morality and work style, and it is only when the leader himself has good character that he can truly believe in a good corporate mission and corporate management philosophy, and the most critical factor of the mechanism that prevents a good organizational culture from taking root is that the top management themselves do not really believe in their company's organizational culture values. The most critical factor of the mechanism that prevents a good organizational culture from taking root is that the top management does not really believe in the values of the company's organizational culture, so this organizational culture as some shared values are really easily shaken. Tim Cook is more honest than Jobs, and he is more likely to keep away from or eliminate the organizational culture of office politics, this office politics that can easily lead to corruption, from his true intention. In a good organizational culture, Tim Cook's honesty of character and honesty are considered to be one of the key influencing factors for his being able to settle in Apple.

2.5 Types of leadership as seen in various theories

If discuss Tim Cook's leadership in detail, it is both transactional leadership and transformational leadership, and there is no flaw in saying that he is aided rather than being aided. His charisma is less appealing than that of Jobs, but he has the leadership ability to inspire his members with his corporate CSR and his moral appeal of interpersonal respect and humility.

On the other hand, in the four systems of organizational management pointed out by Rensis Likert, the organizational management style under Tim Cook's leadership is the typical System 4 - Participative, in which, unlike Jobs' method of making each item team independent so that they compete with each other, they are

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[1] Leander Kahney 2018 year Tim Cook: The Genius Who Took Apple to the Next Level (2019 year Chinese Translation by 李世凡'li shi fan' 梁德馨'liana de xin' CITIC Press Corporation

allowed to link together and contribute to the smooth functioning of the entire organization. Unlike Jobs, who let each item team be independent and compete with each other, Tim Cook lets them be connected and contribute to the smooth functioning of the organization as a whole. In the model of Misumi Jyuuji's PM theory, it is the PM type that pays attention to human relations while emphasizing goal achievement, and corresponds to the 9.9 type that has high performance and strong human interest in subordinates in R.R.Blake and J.S.Mouton's managerial grit theory, and eliminates provocative attitudes in the company. The leadership of 9.9 type emphasizes team pluralism and nondiscrimination while eliminating provocative attitudes within the company.

All of them are characterized by a style that is basically free from rough criticism of subordinates, but which, while keeping close tabs on the details of their work from the framework to various details, exerts pressure on subordinates to ask detailed questions and respond in a thorough and correct manner, otherwise Tim Cook will make them feel uncomfortable.

So, try to explain the key mechanism of Tim Cook's leadership type, which is different from that of Jobs in working with his own mechanism in the management of Apple.

It will be easier to understand those mechanism about this problem if return to the concept of "psychological capital. In the previous section of this paper, discussed the usefulness of the System 4 - Participative style of organizational management for psychological capital, but this paper focus on Tim Cook and Jobs, such problems of "who are better from the perspective of psychological capital as shared symbols of organizational culture", and Tim Cook's "what a good CEO should do. discussed from the perspective of the benefits of "what a CEO should do" which discussed. Now, re-discuss that point from a different and more ordinary perspective.

On Jobs, his leadership tends to attract subordinates with the personal appeal of his charisma, and his famous "reality distortion field" [1] enthrallingly uplifts members' emotions in product design and marketing, encouraging identification with the leader through personal charm Charisma is strong. On the other hand, his overbearing and excessive idealization with subordinates from a high-handed position while overbearing with subordinates, this is normality in the eyes of subordinates , and in the four systems of organizational management pointed out by Rensis Likert, System 1 - Exploitative Authoritative and System 3 - In Misumi Jyuuji's model of PM theory, it is the PM type that focuses on goal achievement and does not pay much attention to human relations, and in R.R. Blake and J.S. Mouton's In R.R. Blake and J.S. Mouton's model of managerial grit theory, it corresponds to Type 9.1, which focuses only on performance and does not care about subordinates, don't care about or respect subordinates, and is passionate only about "brands and products that change the world" and making it the center of the narcissistic world.

Illustration of the managerial grid theory: (Figure 5-2)

Illustration of PM theory model: (Figure 5-3)

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[1] By Walter Isaacson, 2011 year "Steve Jobs:A Biography" (A) Kindle electronic edition

MANAGERIAL GRID

**Log in to http://edu-article.blogspot.com
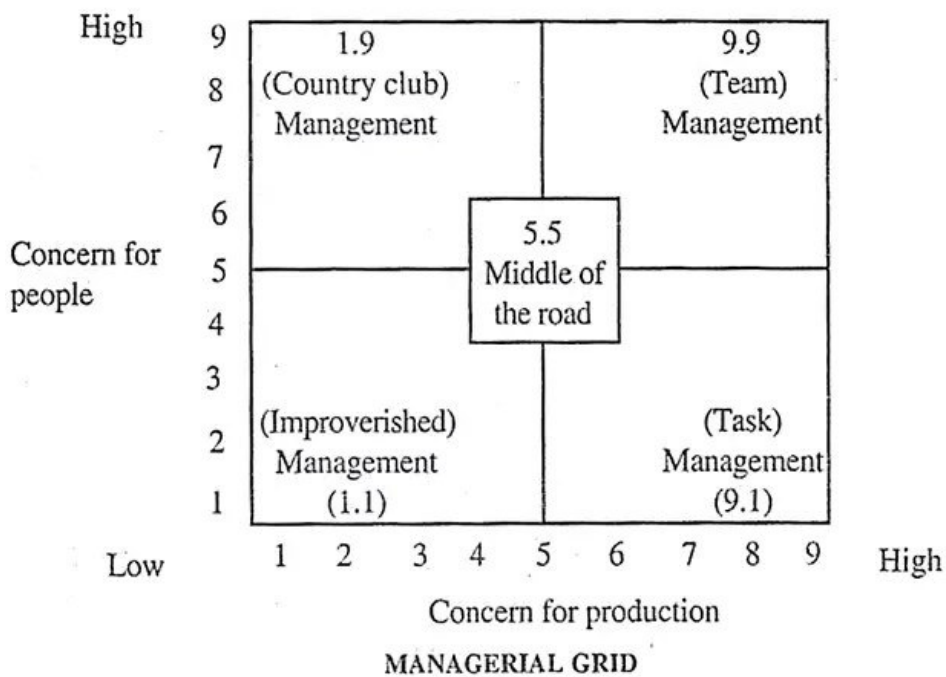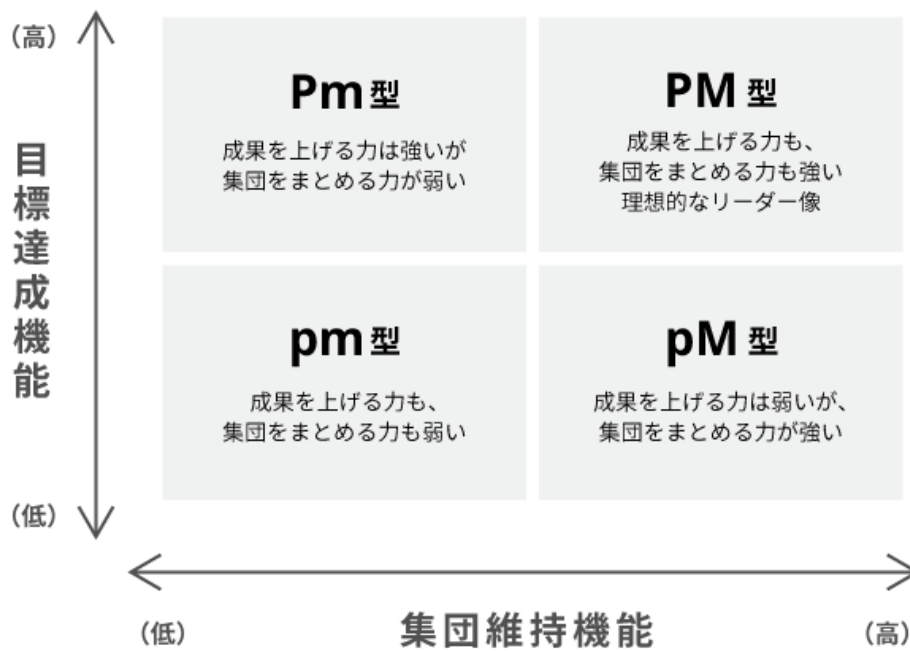
Illustration of PM theory model: (Figure 5-3)

(Translation about Figure 5-3):
高＝ high，低＝ low，目標達成機能＝ goal achievement function ,
集団維持機能＝ group maintenance function，Pm 型＝ Pm-type ,
成果を上げる力は強いが集団をまとめる力が弱い＝ the ability to produce results is strong, but the ability to organize a group is weak ,
PM 型＝ PM-type,
成果をあげる力も、集団をまとめる力も強い＝ strong ability to produce results and to organize a group ,
pm 型＝ pm-type ,
成果をあげる力も、集団をまとめる力も弱い＝ weak ability to produce results and to organize a group ,
pM 型＝ pM-type ,
成果を上げる力は弱いが集団をまとめる力が強い＝ the ability to produce results is weak, but the ability to organize a group is strong .

In contrast to Jobs' highly personal leadership style, Tim Cook's leadership style, which is also highly personal in its own right, can be easily categorized. He has resolutely forbidden internal disputes over personal conflicts and "office politics," a corporate culture that "takes the focus off work and puts it on personal prestige," and bad internal competition; he has made efforts to alleviate deprivation of workers; he has advocated the diversification of human resources; he has continued to adhere to management principles aimed at social equity, eliminating discrimination, and respecting users; he has been a champion of human rights, the public interest, and fairness; and he has been an advocate of the "right to work" and "right to privacy. The philosophy of protecting human rights, emphasizing public interest and fairness, and respecting people has taken root not only in the case of users as customers, but also in Apple, where the corporate culture has been quietly and deeply changed by Tim Cook as an organizational culture within the company, and at the same time, the demand for work precision and steadiness has also taken root. At the same time, the demand for work precision and steadiness has been raised under Tim Cook's leadership to the extent that it has become the norm as described in the previous chapters of this paper, and it can be seen clearly that Tim Cook's leadership emphasizes goal achievement in the model of Misumi Jyuuji's PM theory and is also concerned with human relations. In R.R. Blake and J.S. Mouton's managerial grit theory, Tim Cook's leadership is recognized as corresponding to Type 9.9, which has high performance and a strong concern for the human nature of subordinates.

Tim Cook's leadership "emphasizing team pluralism and non-discrimination while eliminating provocative attitudes within the company" not only harmonizes internal relationships but also fairly assesses work

performance (see articles related to this topic in Tim Cook's personal biography), so it is more in line with a "realistic view" approach that focuses on reality. It is more in line with the "realistic view" approach, more in line with the "realistic view" of the influencing factors that are positively correlated with optimism in the psychological capital, and more in line with the "process focus" of the influencing factors that are positively correlated with resilience in the psychological capital. The 9.9 type of Manegerial Grit theory is also made stronger because of its high performance and humanistic concern for subordinates. For this reason, it goes without saying that the leadership type 9.9 of the managerial grit theory and its equivalent, the PM type of the PM theory model, are the most powerful leadership types for psychological capital, and compared to the leadership type of Jobs, the leadership type of Tim Cook is more sensible from the viewpoint of psychological capital. I can say that Tim Cook's leadership type is more sensible from the perspective of psychological capital than Jobs' leadership type, by explaining how Apple has been taking more meaningful growth since Tim Cook succeeded Jobs' position, and by supporting and backing up the rationale for the more meaningful growth Apple is taking under Tim Cook. It should be able to be said that it is one of the reasons that supports this statement and why Apple get greater growth under Tim Cook's leadership.

On the other hand, also necessary to study those affairs form mechanism which two categories of leadership which transformational and transactional, and the "three elements of management practice" pointed out by Prof. Dr. Henry Mintzberg.

Henry Mintzberg's "three elements of management practice" consist of "art," "craft," and "science," with "art" encouraging creativity in pioneering business design and planning through the power of intuition and vision, "craft" putting plans and forecasts into practice, and "science" applying models of business conditions to cases through systematic evaluation and mathematical analysis. The "Craft" involves practical work by translating plans and forecasts into practice and feeding back from practice to plans and forecasts, and the "Science" involves applying models of business conditions to cases through systematic evaluation and mathematical analysis. All three must be in place, and lacking one, two, or all three elements will not lead to business success, and only when all three elements are in place can business management be a success. On the other hand, the three elements are different in their emphasis: "art-oriented (with experience + analysis as auxiliary functions)" leading to the "vision-type" of successful entrepreneurs, "craft + science (with intuition as auxiliary functions)" leading to the "problem-solving-type" of line department managers and managers, and "craft-oriented + art (with science as auxiliary functions)" leading to "involvement-type" such as coaching and facilitation. Science). The above are the three states laid out in Henry Mintzberg's theory.

Transactional leadership is one of the two main types of leadership, along with transformational leadership, which is symmetrical to transformational leadership and serves to coordinate and "bring together" the various elements within the larger framework of the existing organization. The transformational type of leadership changes the elements by transforming the general framework of the organization.

Not only Tim Cook combines transformational leadership with transactional leadership, but he also has the three management practice elements, but he is not the only one to have a bias toward the "three elements of management practice," as Henry Mintzberg has pointed out, in product design and using intuition to predict the psychological expectations of the marketplace. In product design and in predicting the psychological expectations of the market through intuition, etc., he is mainly biased toward the shades of "science" and "craft" in the "three elements of management practice," while "art" is subsidiary in the "three elements of management practice" pointed out by Henry Mintzberg, and his work in these areas also works mainly as a coordinating type of leadership. Tim Cook isn't like Jobs in his work on product design and intuition of the market's psychological expectations, on Jobs, he is dedicated to disruptive innovation with transformational leadership, with "art" as the center of gravity of management, but Cook tends to let existing product designs reach their full potential and upgrade existing product features to a higher grade, rather than to "focus his energies on designing brand new products before the newly designed products have far exhausted their own potential" as Jobs did. Even before the newly designed products have far exhausted their own potential, Tim Cook has a tendency to let the existing product design potential fully exhausted and upgrade the existing product functions to a high grade, instead of [devoting his energy to brand-new product design], in order to make the existing product functions work fully and profitably This is accompanied by a tendency to utilize product-based service industry rather than product manufacturing industry. And from the situation where operating profit depended on iPhone design updates to meet market needs, Apple's operating revenue was safely stabilized by "separated from business of Apple'a product hardware while having huge operating profit from the service business". Such an approach also opened up a safe space for the design of new and great products to be conceived, properly prepared, and examined. In the research and development of products, he is seen as a "craft + science (intuition in the direction of auxiliary work)" style that leads to he seems "problem-solving type" of line department managers and managers, and his leadership on those affairs is aslo biased toward transactional.

However, in the work of translating his brilliant and brilliantly designed product brands and business concepts into business practice, and in the various and complicated administrative tasks such as securing

logistics, business negotiations, and internal administration, the "art" element pointed out by Henry Mintzberg, is evident in Tim Cook's business genius. In these areas, Tim Cook's leadership is strongly transformational, and Warren Edward Buffett who the world's number one investor, has said, "Tim Cook didn't design genius products like Jobs, but very few people who understand the world as deeply as he does." In that way, Cook has been praised as a "master of supply chain management" on managing logistics and overseeing the supply chain. While the transformational nature of Tim Cook's leadership is often seen in terms of "science" and "craft" elements, the sufficiency of "art" in supply chain management goes beyond the usual successful entrepreneurs and the like, and indeed goes beyond the scope of the general state of three types of "distinctive management" with the "three management practice elements" as pointed out by Henry Mintzberg. Because of the strength of "art" of corporate mission design with high ideals and morals of transformational design management to logistics management and corporate social equity and human respect, all three management practice elements are equally strong. As all three management practice elements are equally strong, from successful entrepreneurs to coaching through line department managers, both of them seem to be equally good, and the combination of the proportion of management ability is also very careful in various fields here and there, so that there are few, special and unique management in "the characteristic management that has all three management practice elements". It can be said that it is a new type of characteristic management that is only seem on the premise of the personal quality and natural disposition of a great person.

Warren Edward Buffett's assessment of Tim Cook that "his understanding of the world is so profound that very few CEO's whom I have met in 60 years can match him."[1] Those assessments are consistent with facts. In fact, Tim Cook is more professional and mature than Jobs in terms of internal management and dealing with colleagues and subordinates, and Tim Cook also seems more mature in terms of business management qualities such as "ensuring efficient work and operations" that managers need to fulfill. On the other hand, for the new company, because the scale did not become very large, the concrete administration is not complicated, and the best leader does not have a big problem even if he only controls the big direction such as brand culture creativity and market intuition of "art" approach, but as the company becomes large, the business administration of the business that has become enormous is also complicated, and the supply chain network is also complicated. As the company becomes larger and larger, the business administration becomes more and more complicated, and the supply chain network also becomes more and more complicated, it is necessary to organize the supply chain value chain logistics management and internal human resource management properly to make the members harmonize well and cooperate with the complicated business administration coordination. The quality of business management, such as "ensuring efficient work and operation", is a deeper, more essential and necessary element for business managers. Transformational leadership in this area is more frequent, more detailed, and more integrated in the work of corporate brand design and vision for major companies, when transformational leadership on this area is more practical, more detailed, and more integrated in it's work, it is in charge of more frequent, more detailed, and more integrated work in practice, and is functioning in more critical areas of action. That is to say, for a large global company, it is important to apply creativity in transformational leadership and the "art" of management practices to the efficient supply chain value chain management, inventory distribution, finance, marketing understanding and development, and internal human resource management to make the most of human resource application, and so on. It is thought that the mechanism of giving the right approach and directing policy is the source of maintaining and growing the business vitality of the company. Thus, for Apple which the global superpower of the world of commercial's affairs, Tim Cook's role which recognized as pillar is more clearly understood.

2.6 Impact on organizational culture

As we have discussed so far, Apple follows the strong and steady lead of Tim Cook under Tim Cook, and its organizational culture is oriented toward the social values of human rights protection, environmental protection, fairness in eliminating discrimination, and the moral ideal of compassion, but it is also oriented toward the social values of fairness, fairness in eliminating discrimination, and fairness in eliminating discrimination. It has been quietly and promptly added to the great product design of proceeding steadily, although without publicity and personnel changes, but has been planted in the corporate culture that Apple has clearly stated and in the organizational culture that has not been clearly stated. Apple has organized and disseminated a 500-item evaluation list of labor rights to its suppliers, and has also used the soft power of the cultural influence of the Apple brand against strong manufacturing suppliers such as Tim Cook and Foxconn (Fujikang), a factory named after its famous blood-soaked factory for its human rights-neglecting characteristics, and has made it possible for Foxconn to comply with the 500-item evaluation list of labor rights while striving to improve human rights at no cost. The soft power of the cultural influence of the Apple brand was skillfully utilized to make Foxconn whom

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[1] 苹果 CEO 库克的王道：从首席供应链官到首席执行官(Apple CEO Cook's kingly way: from chief supply chain officer to CEO) http://www.cn156.com/cms/shouxigongyinglianguan/108740.html

famous "bitter tears- factory" comply with the 500-item evaluation list for ensuring workers' rights while sparing no cost in improving human rights.

As we have discussed so far, Apple follows the strong and steady lead of Tim Cook under Tim Cook, and its organizational culture is oriented toward the social values of human rights protection, environmental protection, fairness in eliminating discrimination, and the moral ideal of compassion, but it is also oriented toward the social values of fairness, fairness in eliminating discrimination, and fairness in eliminating discrimination. It has been quietly and promptly added to the great product design of proceeding steadily, although without publicity and personnel changes, but has been planted in the corporate culture that Apple has clearly stated and in the organizational culture that has not been clearly stated. Apple has organized and disseminated a 500-item evaluation list of labor rights to its suppliers, and has also used the soft power of the cultural influence of the Apple brand against strong manufacturing suppliers such as Tim Cook and Foxconn (Fujikang), a factory named after its famous blood-soaked factory for its human rights-neglecting characteristics, and has made it possible for Foxconn to comply with the 500-item evaluation list of labor rights while striving to improve human rights at no cost. The soft power of the cultural influence of the Apple brand was skillfully utilized to make Foxconn whom famous "bitter tears- factory" comply with the 500-item evaluation list for ensuring workers' rights while sparing no cost in improving human rights. On the other hand, on the environmental protection side, the company plans to use the world's first commercially pure low-carbon aluminum by Elysis for the new iPhone SE, has already achieved 100% self-sourcing of electricity for its own use from renewable energy resources, and is in the process of achieving carbon neutrality for its own use and calling on its suppliers to do the same. The innovation of manufacturing materials and research and development geared toward environmental protection has often achieved notable results, as mentioned above. From these various matters that are not negligible in terms of cost, energy, and risk in business negotiations, there seems to be no conflict in Apple and its commitment to social values such as human rights protection, public interest, and fairness, and the social value orientation of human rights protection, public interest, and fairness, and the social value orientation that comes from it. This suggests that the orientation toward social values such as human rights protection and the importance of public interest and equity, and the more comprehensive sense of work meaning that emerged from this orientation, were already ingrained in Apple's organizational culture.

Furthermore, a three-tiered supply chain structure was also established in Apple during Tim Cook's time. It can be said that Tim Cook steadily built up the lifeline of Apple by reflecting his strengths, which of course he is good at and is the most skillful of individuals, and it can be said that such work started after Jobs came back to Apple. After Jobs returned to Apple and introduced Tim Cook as a special person (especially an expert in supply chain management), a three-tier supply chain structure was established with Tim Cook in charge of specific supply chain operations and Tim Cook's specific planning and office management. Although isn't only Tim Cook plan and build the supply chain structure on his own, Apple's business units cooperated with Tim Cook to gradually mature a three-tier supply chain integrated investment analysis structure of "manufacturers, Apple and distributors". Apple has established a mechanism to handle the model of the forces acting on the company in the complex market variables of the three-tier integrated supply chain investment analysis structure of processing/manufacturing companies - Apple - distributors, and the fixed price based on the investment equilibrium point for upstream and downstream of the supply chain according to such a structure. By establishing a mechanism to handle the complex market variables that affect the company, the "best" response to the difficulty in visualizing the complete supply net, which still confounds major companies, can be said to be achieved. The three-tier supply chain integrated investment analysis structure of processing/manufacturing companies and Apple distributors, and the "model of the forces acting on the company in the complex market variable of fixed prices based on the investment equilibrium point for upstream and downstream of the supply chain" --- this mechanism which has enabled the best response to the difficulties of full supply-chain visibility that have still been confounding major firms, such mechanism had been establishment. Along with this, of course, the "code of conduct" part of Apple's organizational culture has also matured into a more mature and flexible structure. Furthermore, under Tim Cook, Apple has become a service giant, and its approach to making more use of the soft power of its brand culture and more skillful control of logistics management and supply networks has become more and more apparent. While Apple's management team has been increasing its focus on science and craft in the "three elements of management practice" as pointed out by Henry Mintzberg, the "art" of Apple products remains high because of its continued design sense and creativity.

On the other hand, Apple's organizational management under Tim Cook seems to have been upgraded to the most rational model of organizational management called "Participative" of "System 4" in the four models of organizational management pointed out by Rensis Likert, and to "Delegative style" which is an effective style suitable for "highly mature modern major companies" as pointed out in the SL theory, which is an effective style appropriate that have "Both cooperative behavior instruction and directive behavior assignment have a low degree of demand" so can say that Apple's organizational management had further improved,this means that under Tim Cook Apple has continued to develop its full-fledged modernity and maturity, and has already grown

to the character of a successful global business giant operating with modernized business ethics and a successful modernized management.

Model illustration of SL theory (Fig. 5-4):
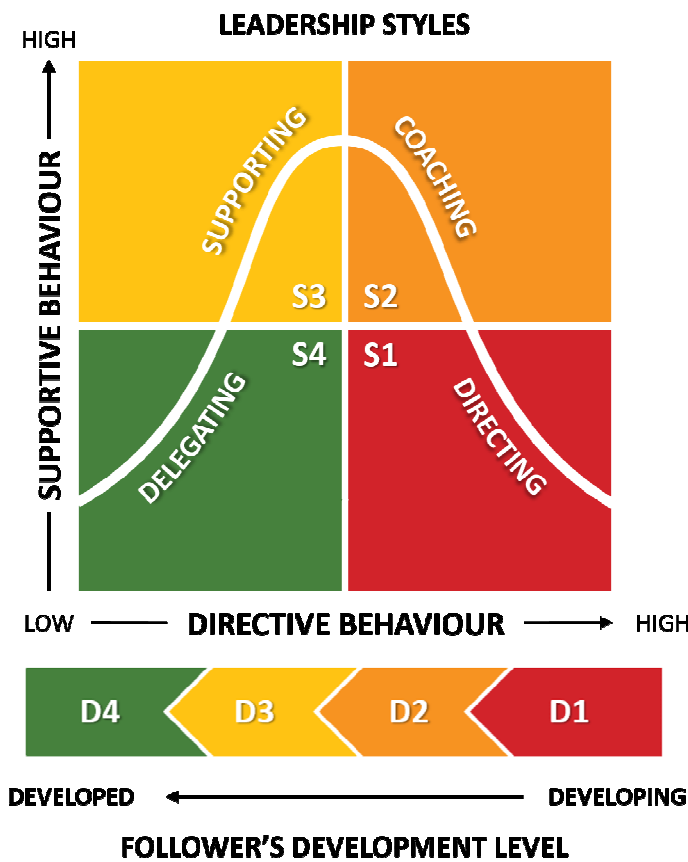
Section 3 Tim Cook's corporate mission

1 Changes in Apple's corporate mission

1.1 Retrospective on "The Corporate Mission by Jobs"

In the Jobs era, Apple did not include social ethical values such as public interest and human rights protection in its corporate mission, and the Apple corporate mission at that time focused mainly on simple aesthetic sense and transformation of work and lifestyle in the value orientation, this was social responsibility of Apple at the time, and had a light or indifferent attitude toward workers' rights and environmental protection, in the words of Jobs himself[1]. The mission of Apple at that time focused mainly on simple aesthetic sense and transformation of work and life style in terms of social responsibility value orientation in the words of Jobs himself, and had an attitude of disregard or indifference to labor rights and environmental protection etc.

Such conditions are significantly related to the genius of Jobs himself in product design and business promotion, as well as to his autocratic and hegemonic personality due to his upbringing. For Jobs, who has always been pandered to by his adoptive parents since he was a child, so who has never nourished the susceptiveness of empathy for the oppressed state of grievances or the needs of reflection on miserable situation, the meaning and significance of his work and life have never been strong and clear enough for him to "feel the need to empathize with the oppressed state of grievances or to reflect on suffering situation". So that he was devoted exclusively to the dream of being able to change the world and open up the latent aesthetic desires of human beings, and to the designing of products and the business of those products in such a dream. In addition, his innate temperament was strongly inclined toward autocracy and dogmatism, and his acquired upbringing tended to be pandered to by his adoptive parents, and there was little to correct such an inborn temperament. He finally forced Apple's general meeting of stockholders to hand over real power to him and formed a company system in which he, as CEO, was the dictatorial monarch of the company. And the mission of Apple can be said to be basically the mission of Jobs in his time, and as he pointed out in his personal biography, if the mission is

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[1] Leander Kahney Tim Cook: The Genius Who Took Apple to the Next Level [2019 Japanese Translation by 堤沙 織 (Tsutsumi Saori) SB Creative Co.]

not in line with the feelings of CEO Jobs's personal character, then the company will be forced to make the CEO's personal will be carried out, just as he made all the members of the company under him carry out the mission, even the mid-level top management and the engineering team have been cursed by him if they don't follow his personal character. At that time, the mission of the Apple brand was strongly tinged with the personality of Jobs. However, as Tim Cook succeeded the CEO position of Jobs and became the person in charge of Apple, the mission of the Apple brand still has a tinge and shadow/representation of Tim Cook's personal character, but because of Tim Cook's democratic leadership, the missions of the Apple brand has become more like his own. The Apple brand and Apple's missions in Tim Cook's era seem to be a much more collective missions, which it looks very different from the missions in Jobs's era.

1.2 Transformation of the source of the corporate mission which symbol of the corporate mission after the death of Jobs

Besides, the great product brand that "tries to change the world" often relies on the intuition of genius mixed with the genius of art and business, so under the Apple with Jobs as CEO, the ordinary members who can't spontaneously produce such a genius feeling like Jobs himself who has such genius with charisma in the era of Jobs, if they make it their mission to be a great product brand that "tries to change the world", Apple members in the era of Jobs would observe and adapt to Jobs's aesthetic, such affair is the corporate mission of "Apple which as image in their minds".

However, in the post-Jobs era, a person who inspired and excited the members with his charismatic intuition as much as the "reality distortion field"[1] has passed away, and the genius and charismatic intuition and image of such a person are no longer used as a practical guide for corporate missions. Instead, based on Tim Cook's intellectual thinking and logical approach, Apple's members started to have focused on the social value orientation of human rights protection and fairness, although can't be said that anyone can overcome the weaknesses of human nature and implement it , but this is the progressive social values that are easy for anyone to understand, and have created a corporate mission that is "a mission to be fulfilled for society", and focus on this sensibility aspect of "social values to be fulfilled". And then, the approach to the human rights and autonomy of the user is shifted from the approach that is apt to be used as a tool to "make great products that change the world" to the approach that is friendly and respectful to the human rights and autonomy of the user, and the mission of the company has gradually included the social value orientation in the service industry. Finally, Apple has established financial security in the service industry, and established the Apple brand in the service industry, and the corporate mission of Apple's social value orientation in the service industry approach.

At the same time, another of the deep transformations into the Jobs era is that the mechanism supporting the shift in corporate mission behind such a shift in corporate mission has also changed from the traditional control of Jobs, which is half charismatic control that inspires subordinates with charismatic genius and half dictatorial control that threatens and presses subordinates with dictatorship, to the mechanism supporting the shift in Apple's corporate mission, which is half legitimate control based on the formal and correct procedures of the company's work relationships and half steady and noble personal charm that inspires subordinates. In the mechanism that supports the shift in Apple's corporate mission, half of it is legal domination through the formally correct procedures of the company's professional relationships, and half of it is a steady and noble personality charm that inspires subordinates to follow him or her, and gives a sense of meaning to work and inspires everyone's talent to eventually correspond to the genius's power. Now Apple has been converted to such a state. In Jobs's era, the Apple's mechanism of the centripetal force of the corporate mission, it is more or less similar to the X-theory approach of the organizational management model pointed out by McGregor, D. in which creativity and product design sense are subject to a dictatorial and tyrannical leader who is a genius, and work is evaluated with explicit reward and punishment rules, and the power is legally implemented and changed. The Douglas Murray McGregor's (1985) "X-Theory" approach, in which everyone is encouraged to work together with an ideal of sublime quality and sublime human values that can be easily perceived and practiced by everyone, and to work together more competently and positively toward the corporate mission, while also legally implementing and changing the powers of the organization. But now, Apple has already converted to a state that is completely consistent with the Y-theory approach of the organizational management model pointed out by Douglas Murray McGregor, in which everyone is able to work together more competently and positively toward the corporate mission.

Before this chapter section, this paper had already published that the Apple corporate mission in the Jobs era was like the mission of Jobs personally, while the Apple brand and Apple's mission in the Tim Cook era were seen as a significantly collective mission. For example, if Apple members donate money to the public interest or volunteer to work for charity organizations free of charge and give an amount of value equivalent to the "money in donations," the Apple company will donate the same amount from its official account according

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[1] Walter Isaacson 2011 year Kindle electronic edition of 'Steve Jobs: A Biography (A)' MINEUMSA Publisher

to such an amount, and so on. Of course, it doesn't means to treat the activities of the charitable zeal as "the members follow the CEO's intention according to the CEO's feelings," but rather they imbed the charitable zeal into the organizational culture of the entire company, and let the organizational culture of the charitable zeal express itself by asking the voluntary and consensual positive attitude of everyone in the company, and furthermore, let the values and paradigms of the organizational culture be the basis of the company's mission and the mission of the company. Furthermore, the corporate mission based on the values and paradigm of the organizational culture has also been displayed and functioned in such a manner.

It is another part in the transformation of the source of Apple's corporate mission, but there seems to be no newspaper article or research paper that has pointed out the point in its entirety, and this paper will point out the point.

1.3 Sense of meaning of work provided when corporate CSR is a corporate mission

In Chapter 5, this dissertation discusses the mechanism by which Tim Cook's emphasis on CSR gave Apple the impetus to realize a new and more comprehensive "sense of meaning at work" that promotes the spiritual value of work. In this chapter, the paper will also discuss the mechanism of how corporate CSR and the mission of a company to value corporate CSR work against the sense of meaning of the spiritual value of work.

The paper will analyze the effects of CSR as a mission of a company from the viewpoint of "values, paradigms, and codes of conduct," the structure of organizational culture, and Masao Karimata's management thesis "Work and the Realization of Meaning[1].

On the other hand, when the mission of corporate CSR is set, it is easy to avoid shifting the sense of meaning of work to only individual employees, not only the meritorious value, and if they strive for the corporate mission with their colleagues, they will inevitably be caught in the goal of transcending the autonomy and meritorious self-interest of corporate CSR, which is self-transcendent and After the death of Jobs, under Tim Cook, the essence of the Apple brand and the corporate culture of Apple "to create a great brand" not only hasn't been lost, but also has been increasingly enhanced, and the essence of the corporate culture has become more and more important. The mechanism of the phenomenon that the Apple brand has become more aesthetic in both the cultural meaning and the sense of the products is the same as that discussed earlier in this chapter.

And in the sense of meaning at work that supplies corporate CSR as a corporate mission, the spiritual desire of individual meaning realization is easily accepted by the company, and in the ERG model that Clayton Paul Alderfer established by modifying Maslow's hierarchy of needs model, there is a sense of "being" that aims at economic objectives and "relationship" that is a sympathetic and social existence of human relationships. On the basis of "existence," which is a social existence filled with empathy for human relations, and "human relations," which is a social existence filled with empathy for human relations, it is possible to feel that work is something meaningful to do and is advanced by the needs and development of one's emotions, personality, and spirituality, and to seek meaning and satisfy the spiritual need for self-realization through work, which is the mission of the company in terms of CSR. In the paradigm of the organizational culture of the mission of CSR, it is easy for the company to emphasize the importance of dealing with the risk of falling into "existential nihilism" head on in close proximity to the approach of the thinking rule of the values and paradigm of the company that has CSR as its mission, and it is easy to feel the color of Tim Cook's way in the Tim Cook era, so that it is easy to feel the color of Tim Cook's way in the Tim Cook era. As we can see in the Tim Cook era, Apple's efforts to uphold the ideal of human resource diversification, labor rights training for its own and its suppliers' employees and workers, and personal development are also part of the company's CSR activities, which is quite significant as the company takes care of the spiritual needs of its employees' members in its official business affairs. This is equivalent to taking care of the spiritual needs of the members of the workforce in the company's public affairs.

1.4 Relationship between the sense of meaning of the mission supplied by corporate CSR and the creativity of the product design

The sense of meaning of the mission provided by the corporate CSR contributes to the realization of meaning that the individual employee acquires in his or her work, and thus helps to familiarize the approach with artistic and transcendental values and logics that go to other worlds, while not being material benefits or material logics of this world.

It is the guidance of the mission of the enterprise that places the value of spirituality, and not only material profit, in business to deal with the social life of human beings, not only from the standpoint of economic return, but also aiming to create the value of spirituality that is meaningful and meaning-fulfilling for a large percentage of human beings, which the elites of the enterprise think The approach is determined, going beyond the cold-blooded and self-centered standpoint, on the contrary, starting from the standpoint of the human spiritual needs of society and the potential of those needs, it tries to take a positive sympathy to human social life when

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[1] Masao Karimata "Work and Meaning Realization" Business Research 2007

designing products and corporate brands.

Keiichiro Fujisaki, a professor at Tokyo University of the Arts, in "Four Domains of Creativity that Design Makes Speak Out" (2017)[1], divides creativity in artistic design into four domains: artist's expression, hypothesis building, problem solving, and empathy and self-reference Hypothesis building" is the ability to discover hidden relationships and unknown truths based on objective facts and to formulate hypotheses, which is called "abduction" in psychology, and is the most appropriate way to explain individual events. Abduction" in psychology corresponds to logical reasoning that attempts to select the hypothesis that best explains individual events from among known knowledge. Problem-solving is the creativity to generate solutions with evidence by referring to analysis, precedents, rules, and data obtained from fieldwork and experiments. Empathy and self-reference" is the ability to make others into oneself and oneself into others, and both empathy and self-reference are essential for communicating not only the purpose of self-expression but also the feelings of others through one's work, as the ability to observe and objectively analyze the inner life of others and to promote intersubjective communication with them. This is essential not only for the purpose of self-expression, but also for communicating the feelings of others through one's works. Keiichiro Fujisaki asserted that the creation of a mechanism for the expression of latent creativity, including that of children and adults, is still undeveloped in general, and that design is a cross-disciplinary intelligence that creates future life by connecting various fields through the balanced expression of creativity in the other three areas while placing emphasis on "empathy and self-reference. He asserted that design is a transversal intelligence that creates the life of the future.

From Keiichiro Fujisaki's argument, it is easy to understand the momentum that the Apple brand's design creativity has never decreased and has been improving ever since Apple, in the era of Tim Cook, set up a corporate mission of corporate CSR of social responsibility, including the protection of human rights and the realization of fairness. Only when a corporate mission is based on corporate CSR that is filled with empathy for human beings and brings us closer to the warm and glorious meaning of humanity, can human empathy for users and respect for human rights become a framework of reasoning that tries to select and apply the hypothesis that can best be explained within the known knowledge of "hypothesis building". This is the framework of "hypothesis building. At the same time "empathy and self-reference" itself becomes the goal of "problem solving" that tries to invoke creativity, and the process of "empathy and self-reference" of "self-izing others " which is "to observe the inner life of others based on observation and objective analysis and to advance intersubjective communication with others, the process of "empathy for others" was strongly enhanced, while self-reference is stimulated and strengthened, and the feelings and motivation to approach empathy and acceptance of oneself are aroused, and furthermore, the power of expression of "artist-like expression" is brought along, and the sense of artistry and inspiration are easily refined, and the inspiration for the design of corporate products and brands is easily refined. The inspiration for the design of a company's product or brand is often aided with this.

On the other hand, because the mechanism that the design talent works must include the free and rebellious individuality, it is dangerous if it only makes one-way social contribution and suppresses the rebellious character, but the enterprise CSR is included in the mission of the commercial nature of the enterprise, the breaking of the existing social custom is the meaning realization of the social contribution, while accomplishing the meaning realization of the social contribution, it opens a part of the existing social form and leads the society to the meaning realization of the humanity more, and the rebellion against the existing social form is the reward of the profit to the society. While achieving the realization of the meaning of social contribution, it opens up a part of the existing social conditions and leads the society to the realization of the meaning of humanity, and then receives the profit back from the society, the rebellion against the existing social conditions is approved by the society and gets the reward of profit, the individuality of rebellion against the existing conditions of the society seems to get the recognition and compliance of the society, and the individuality of rebellion is also accepted thanks to such a Unlike non-profit public service projects that try to make a one-way contribution to society, the sense of creativity and inspiration of design tends to be higher than that of non-profit projects because it is more effective in dissolving the self-control that comes from one-way contributions to society.

They are considered to be part of the mechanism by which the sense of meaning of the mission supplied by corporate CSR at Apple advances creativity in Apple product design.

2 Apple's evolving corporate CSR is a result of Tim Cook's different values and business concepts from those of Jobs's.

A retrospective comparison of the Steve Jobs and Tim Cook eras of Apple may bring Apple's developing CSR into sharp focus. Since Tim Cook's conception differs greatly from that of Jobs' in his spirit and personality, the business sense of corporate mission and social responsibility for Apple has become much richer based on Jobs' "design products that transform the world" since he inherited Jobs' business, and the business sense of social

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[1] https://archive.g-mark.org/focused-issues/articles/2017123102/

responsibility and work has become more three-dimensional and more suitable for the scale of a global company, and the depth of corporate culture has increased. The business sense of social responsibility and work has become more three-dimensional and more suitable for the scale of a global company, and the depth of the corporate culture has increased. While it can be regarded as Apple's corporate CSR, which is developing along with Apple's development, but there must has the backed which "noble ideals of humanitarianism and fairness"by Tim Cook's personal background. Tim Cook compared to Steve Jobs, Tim Cook has not focused solely on personal taste, but has expanded the substantive content of Jobs's slogan, "Design products that can change the world," by giving it a fuller and more humanistic meaning.

About those affairs, while Jobs concentrated on hardware and positioned Apple in the approach of a manufacturing company that produces goods, Tim Cook positioned Apple in a more three-dimensional approach of an integrated company that integrates hardware products and service businesses, and thus Apple need to place its brand more in the perspective of sociality and focus on social issues of social fairness of humanity, human rights protection, and environmental protection on a more macroscopic scale. If focus on more macroscopic social issues, it is difficult for Tim Cook as a gay man to allow himself to simply focus on product sense and usage innovation like Jobs, and he is painfully aware of the grievances he has suffered as a gay man over a long period of time, and from such pain, he feels sharply about various other grievances that have occurred to other people, and he feels sympathy and empathy for various other people who have suffered other grievances. Apple's corporate mission and the business sense of social responsibility enter into the scope of corporate CSR, which in turn leads to a jump in the quality of Apple's service business brand and the social affinity of the service business with the Apple brand. Apple's human resource diversification is not merely considered for the sake of economic profit, but is included in the management philosophy as a part of corporate CSR, which accelerates the progress of Apple's knowledge-intensive business.

Knowledge-intensive industries refer to industries in which brain labor or knowledge labor is central to the business, depending on the degree of civilization of knowledge, that is, on the level of wisdom civilization of digital signal forms beyond the limitations of analog, so that the knowledge-intensive industries of digitalizing industries also digitalize the way their labor force belongs to any market. category. In knowledge-intensive industries, the information resources of knowledge (especially corporate information and information processing characteristics) are central, and information resources are used to procure human resources, investments, and other financial resources, which in response to the production of knowledge, increasingly shift from the coercive, controlling, economic human, and imperative information processing characteristics of the X theory to the social human, humanistic, social humanistic, humanistic, social, and socially satisfying information-processing characteristics of Y theory.

Between Tim Cook who typically leans toward the organizational management approach of the Y theory, and Jobs who leans more toward the organizational management approach of the X theory, naturally Tim Cook's better for responds of Apple's inclination toward more knowledge-intensive management, and timely upgrades human resource management appropriate for knowledge-intensive management at Apple. Tim Cook, who seems to be inclined toward the typical Y-theory organizational management approach in his own way, is naturally in tune with Apple's inclination toward more knowledge-intensive management, while Apple has timely upgraded its human resource management appropriate for knowledge-intensive management. In this way, Tim Cook, with a different value and business conception from that of Jobs, developed Apple's corporate morality in a three-dimensional and sufficient way, and rightly attached a soul full of corporate morality to Apple, transforming Apple's mission from a mere "design products that can change the world" and a sense of life and a narrow view focused on product usage to a corporate morality of an organizational culture of zeal for the public good of environmental protection and human rights advocacy. From a narrow perspective focused on product usage, Apple's organizational culture has been meaningfully transformed from a narrow perspective focused on "designing products that can change the world" to a mature enterprise full of social and humanistic values, full of corporate moral values such as a passion for environmental protection public interest and an organizational culture of human rights advocacy, while transforming a cultural attitude toward products and services that are boring and irreverent. Apple's organizational culture has been meaningfully transformed and developed along with it. On the other hand, Apple changed its business direction from a manufacturing industry approach to a manufacturing + service industry approach, and as Apple's organizational culture matured in a meaningful way, the three-dimensional and meaningful development of corporate CSR was promoted, and the company was able to obtain positive feedback from the market, and while steadily promoting its business, corporate CSR itself was also promoted. The company's corporate CSR has also been advanced, and it has been smoothly taken on the path of a virtuous cycle.

In this way, under Tim Cook, Apple's corporate CSR has developed well by smoothly combining the three-dimensional and meaningful development of direct social values in the sense of work and the business management policy that is more moderate and thick in profit accordingly.

Section 4: Summary to the discussion
Chapter 6, which deals with the study, can be summarized as follows.
Outlines various specific things to do at Apple of Tim Cook and his roles of specific which differences with Jobs, and theirs characteristics

Affairs	Jobs's Features and Things to Do	Cook's Features and Things to Do	
About the novelty of the product design is the reason for its continuity	While many meanings are given in terms of the evaluative, spiritual and social aspects of work, there are also negative effects, which also narrow the range of meanings in terms of social and evaluative aspects	Members' sense of meaning in their work is far more universal in social and evaluative and spirituality	
The mechanisms to ensure that the talents of the members of the design team are fully utilized in the product	Let the R&D project teams compete with each other, didn't prohibit hostility among the project teams, and did not even try to implement the diversification of human resources.	Make R&D project teams work harder and accelerate the knowledge sharing cycle of the SECI model, while viewing the acceptance of human resource pluralism as the root of creativity, this is appropriate for Apple which has a very high maturity level.	
	Outsources logistics security and daily chores to COO Cook after returning to Apple Inc.	Ensure logistics closely, and ensure that members' talents are exercised in a timely manner in exchange for revenue by closely linking the chain in a cost-effective manner in the value chain.	

Outlines various specific things to do at Apple of Tim Cook and his roles of specific which differences with Jobs, and theirs characteristics （succession）

Affairs	Jobs's Features and Things to Do	Cook's Features and Things to Do
Cook will continue to be in charge of day-to-day operations, just as he was during the Jobs era, so the vitality that Apple had will also continue.	Has leadership ability as a leader, but interpersonal cooperation is poor and he is not suitable for the leadership assistant role, so that he also needs a difficult assistant role for himself.	Responsible for key roles in the coordination and maintenance of organizational relationships.
Product culture and marketing	The irreverent, stubborn, and autocratic nature of the individual is consistent with an attitude of challenging the old world.	Transformed the product culture and marketing paradigm to "promote a humanistic world that respects equality and human rights".
Emphasis on corporate CSR	Not enthusiastic about CSR.	Overcome the crisis of human rights issues by fulfilling the feedback of corporate social responsibility and existence value, and fully use the influence of Apple brand culture.

Outlines various specific things to do at Apple of Tim Cook and his roles of specific which differences with Jobs, and theirs characteristics （succession）

Affairs	Jobs's Features and Things to Do	Cook's Features and Things to Do
Respect for users	Respecting users on the surface, but in reality, like Facebook and others, as much as possible solicits the data of users are manipulated by himself.	Lets the full-fledged respect for its users helped Apple overcome the crisis that had brought it to the brink of doom because terrorist attacks.
Attitudes toward Cultural Discrimination	Indifferently to the view of human resources as pluralistic, and are indifferent to the improvement of discriminatory viewpoints.	With the service philosophy of "universal design" and a pluralistic view of human resources, created a mission that would have a greater sense of meaning than Jobs's.
To lets collaborative partners and Apple itself human rights oriented.	Transformational leadership, making great brand creation the standard for a good CEO, and aligning the people with whom his work.	With a slight bias toward transactional leadership, his criteria for a good CEO is to be good at understanding and deploying efficient supply chains, inventory distribution, finance, and marketing, and to emphasize human rights to both his collaborative partners and himself.
Emphasis on corporate CSR	Not enthusiastic about CSR.	Overcomed the crisis of human rights issues and fully use the influence of the Apple brand culture by making its suppliers, such as Foxconn, work hard to emphasize human rights and environmental protection, and by achieving feedback on corporate social responsibility and the value of human existence.

Itemized discussion of Tim Cook's values and work personal style

Affairs	Tim Cook's special qualities	In the absence of Tim Cook
The position of "help and sympathy for the weak" as homosexuals	Promotes the mechanism which "only when we have set our sights on the creation of social value and have been striving to achieve it, have been able to finally secure high profits".	
Focus on the Public Interest	Take remarkable public interest/human resource diversification/nondiscrimination measures. And Cook himself participated in public service events as a worker, perfected the "orientation to social values" in Apple's management philosophy.	Jobs' guiding philosophy is cold-blooded that "Apple's greatest public good is to reward Apple's shareholders' meeting with a windfall for a product that has transformed the world", this is very poorly for serve the public interest.
Focus on supply chains	Consistent with " The logistics safeguards of Cook make the supply net visible in five elements that lead to success in a supply chain management strategy".	On once period situations were mess, and in an attempt to solve it, Jobs brought in Cook as a talent.

General remarks of Tim Cook's values and work personal style

Affairs	Mechanism of influence of Tim Cook's characteristics	The situations which under Jobs
		about "the realm of principles that depict the mechanisms by which

		Tim Cook's qualities are useful"
The Duties and Social Responsibilities of a Good CEO	Cook's concept of social responsibility is easily learned as an organizational culture and promotes a cycle of knowledge transformation. In addition, the Apple brand can be used more effectively.	It is hard to learn as an organizational culture.
Apple's Value Chain under Tim Cook	With the Stackelberg game model, based on a three-tier hierarchy of "processors/manufacturers - Apple - distributors" to optimize capital efficiency and to deal with the risks associated with globalization, which makes the risk about difficulty that full visibility of the supply network, could be fixed.	
Meticulous attention to detail	Positive correlation with psychological capital.	
Encourage team cooperation and interaction and prohibit office politics	Situational management', that's positively correlated with psychological capital.	
The types of leadership seen in various theories	More appropriate for knowledge-intensive industries and globalized, mature companies, combines transformational leadership in business and coordinating leadership in product design, while also possessing all three management practice elements identified by Henry Mintzberg.	
Impact on organizational culture	Instill a high level of corporate CSR into the organizational culture and support the spiritual needs of its members.	

Corporate Mission by Tim Cook

Affairs		Mechanism of influence of Tim Cook's characteristics		The situations which under Jobs about "the realm of principles that depict the mechanisms by which Tim Cook's qualities are useful"
Retrospective on "The Corporate Mission by Jobs"		Transforming the State of Jobs's Era		The company's mission is limited to designing human values on the revolutionize lifestyles.
After the death of Jobs, who was once regarded as the symbol of corporate mission, the source of corporate mission was transformed		The Y-Theory approach is used to express an organizational culture of public interest and enthusiasm based on the voluntary and consensual positivity of everyone in the company, and to express a corporate mission that is based on the values and paradigms of the organizational culture.		With the X-theory approach supports the corporate mission based on charismatic control.
Relationship between the sense of meaning of the mission supplied by corporate CSR and the creativity of the product design		It is advantageous for the psychological development and design talents of the staffers in their spiritual needs.		
The CSR of Apple which is evolving, this is driven by the difference between Cook and Jobs in their values and business concepts.		Expanding the substantive content of the slogan, such as by giving a fuller and more humanistic meaning to Jobs' slogan, "Design products that can change the world,that's more appropriate for companies in knowledge-intensive industries.		

Section 5: Review and confirmation of the validity of this study

In this study, we firstly use the method of literature research, based on the articles and reports in the regular media that refer to the historical facts of Apple's management, and systematically prepare the overall picture of the management practices of Jobs and Tim Cook, especially Cook, using the methods of journalism and history, and construct the overall picture of the historical facts of the managerial practices of Jobs and Tim Cook. I will also analyze the business management style of Jobs and Tim Cook, in particular Tim Cook, to find out whether Tim Cook's managerial characteristics became an important advantage and influencing factor for Apple's growth, and if so, what kind of mechanism it would have used to become an important advantage and influencing factor for Apple, what kind of mechanism would be used to explain the mechanism, and what kind of logical model including prior theories would be used to explain the mechanism, this is what the paper had explored. Then, by checking Tim Cook's managerial behavior and the expression of Tim Cook's personality and values, study can confirm Tim Cook's managerial characteristics (managerial style and part of his personality related to his managerial style, etc.). Thus, people can also confirm that Apple's policies and practices are consistent with Tim Cook's managerial traits in conjunction with Apple's policies and practices (Note: This paper only discusses Tim Cook's own behaviors and does not contrast them with Apple's practices and policies), and If Tim Cook was the real CEO, people were able to identify the impact of "what direction of influence" Cook had, such as whether he was good or bad for Apple.

On the other hand, Apple is a organization of business (note: a part of the people who are extremely hostile to this paper, e.g., Mr. Ishimatsu, a faculty member of the Graduate School of Business Administration, Nihon Keizai University, who is irrationally infatuated with Jobs, said "That paper reveals ignorance of social science, Apple is an organization, why attribute the achievements of an organization to any one person? This whole paper is garbage." While openly representing childishness of himself, which is unbecoming of a university faculty member, he indulged his pathological narcissistic sentiments. But if we really speak in the so-called "scientific" way, we should say "as a complex system..." as in natural science, not "as an organization..." as in social science, and as a complex system (dissipative structure, non-equilibrium open system, dissipative) as complex as the level of society and humanities, we can understand the order and the nature of the system. As a dissipative,

complex system of order and growth (management growth is also included in the growth of material and energy systems) with various and countless influencing factors, it is not impossible to identify the most obvious factors to change the system.

There are of course, various other factors for Apple, but without strong external factors such as tax revenues, wars, and other external factors that "intentionally target Apple for damage" (e.g., management bans issued by politics), which Apple is facing, such external factors as tax revenues and wars would not determine the downfall or prosperity of one major company in the first place, because such external factors are internal factors that have active effects. In the first place, such external factors can't determine the downfall or prosperity of a single major company, because the proactive action is internal. On the other hand, in terms of internal factors, the largest internal influencers are of course CEOs Jobs and CooK. Especially for Apple[1], whose power framework was established by Jobs and remained unchanged until the era of Tim Cook, the CEO is the most influential factor. Therefore, among the two CEOs who became the real CEO of Apple before and after Steve Jobs and Tim Cook, Tim Cook, who received Steve Jobs' authorization of power under the former CEO Steve Jobs and took charge as the daily prime minister of Apple, and Tim Cook, who became the CEO of Apple, is identified as the biggest factor.

And, the exploration of "the key action of Cook" in this paper is like exploring the role of Cook, which is still "the most influential factor for Apple" even though there are various and countless influential factors, while knowing the existence of other countless influential factors in Apple as a complex system and not repudiating them.

Thus, while drawing an overall picture of the historical facts of the managerial actions of Jobs and Tim Cook, the study can draw an overall picture of the managerial characteristics of Jobs and Tim Cook (management style and some of the personalities and values related to the management style, etc.), and people can identify the characteristics of those two managers in the CEO, and the policies and behaviors of Apple that are consistent with those two managerial characteristics. If people can confirm the historical facts of the policies and actions that conform to the characteristics, study can confirm the impact of those two managers on Apple as the biggest influencing factors. When the study have described the characteristics of Tim Cook , this study haven't discussed his representation in isolation in other cases, but only those characteristics that are relevant and consistent with Apple's actions and policies.

And a subset of Jobs fans, sensing that Cook could not lose the glare of Jobs's idolatry, have claimed that the personal biographies of Jobs and Cook, on which this essay is based and which are the authoritative products of the journalism industry, are "nothing more than popular book stories, devoid of scientific objectivity and data," as if this essay were a method of gathering historical facts according to the research methods of the journalism industry and history, and its "method of gathering historical information" as passed by the journalism industry and history. It is as if the method of collecting historical facts according to the research methods of the journalism industry and history, and the "method of collecting historical information" passed by the journalism industry and history, all become that "based on data without scientific objectivity". Furthermore, they deliberately and unreasonably challenge the common sense that "Cook is the real CEO of Apple and has the greatest influence on Apple today," and claim that "it is impossible to obtain Apple's internal data, for example, minutes of the General Assembly meetings, and that Cook's leadership lead does not know how far Apple's organization reaches," and that "Apple's internal data is not available. And the research topic of comparing the managerial characteristics of Jobs and Cook is impossible", and "every point is garbage, based on data that is not scientifically objective" ——these are the main hostile and oppositional critiques that came out in while this study paper was being made, the mechanism which this critiques why are wrong became clear.

Tim Cook's authorization from the former "real CEO" Jobs and his own assumption of the role of real CEO, whether know the matters of Apple's internal proceedings or not , whether knowing how far his leadership lead will reach or not , and whether knowing how far his lead will go or not, Cook has maximum real power in this organization, always have a great impact on Apple which as an organization. On the other hand, if Apple's actions and policies are in line with Cook's management and conception, it will become a description which Cook has a significant impact on Apple's organization, without being related to the quantification of unquantifiable issues such as "to what extent and by what percentage" which is a qualitative analysis.So that, "Cook's leadership and his management styles and concepts are the biggest influencing factors for Apple", this is undeniable.

It is crucial to examine whether Tim Cook really played an important role during the Jobs era and whether Tim Cook is a real authority CEO today. To begin with, authoritative personal biography of Cook approve Tim Cook as the substantive real CEO tacitly[2], but the biography doesn't state clearly that Tim Cook holds the largest

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[1] 「*How Apple Is Organed for Innovation*」 and 「*An Organizatioal Analysis on Apple*」 Mayesha Tasnim 2018 年 『European Journal of Business and Management』
[2] Leander Kahney   2019   "Tim Cook : The Genius Who Took Apple to the Next Level "

real power, so it is better to check with other studies or journalism literature to ensure that Tim Cook is the real CEO. It would be more secure to check with other studies or journalistic literature. The literature that this paper adopts as evidence is, first of all, "An Organizatioal Analysis on Apple" [1], a previous study that interviewed Apple's former top management using journalistic methods and found that Apple's bureaucracy and systems were flexible, vertical and "mission-critical". The study pointed out in detail Apple's command-and-obedience grading system in which "tasks flow to lower grades and the power of responsibility flows to higher grades" in a vertical manner.

Furthermore, as pointed out in the paper "How Apple Is Organized for Innovation," co-authored by Joel M. Podolny, a former professor at Harvard Business School, and Morten T. Hansen, a former professor at the University of California, Berkeley [2]. As pointed out in the paper "How Apple's System Opened by Jobs Encourages Innovation" by Morten T.Hansen, a former professor at the University of Berkeley,[4] Apple has always maintained a job function system and has not opened a position such as General Manager, which means that the General Manager is in charge of all processes from product research and development to sales. In the role of controlling all processes from product research and development to sales, and in the role of evaluating profit and loss, Tim Cook's power and functional importance as CEO is entirely in Cook. This is the reason why the question of "How far does Cook's lead reach?" was thoroughly squashed under the pretext of not knowing Apple's internal minutes, etc. Hence, the validity of the basic premise that "Tim Cook is the biggest influence factor on Apple today" that this paper relied on was confirmed, and the validity of the research method of this study (the subject was studied) was confirmed.

Finally, Ishimatsu,the people who a faculty member of the Graduate School of Business Administration of the Nihon Keizai Graduate School of Economics, an immoral researcher who ignores the academic moral code, and a crazy fan of Jobs, because his hostility for this study ,he says "humanistic and social value orientation, they are extremely difficult to be qualitatively and quantitatively, and papers using such key words aren't allowed".

Why is it that the concept of "social value orientation" and "humanistic" which can be understood from the grammar of the term alone and is ubiquitous as a keyword and academic term in various fields such as sociology/psychology/management, and education, why those concepts "can't be qualitative"? Ishimatsu of the Japan University of Economics, who is so much opposed to this paper under the conditions that unable to control his irrational emotions in his psychological state, he controlled by his irrational psychology so that he uses such irrational reasons and to the extent of ignoring not only academic norms but also ordinary logic.

Chapter 6: Conclusion

This chapter summarizes the perspectives of this thesis with the following conclusions

Point 1 of the thesis discussion perspective: The usefulness of Tim Cook in corporate CSR and social orientation

Reasoning: While Apple's commitment to the public interest during the Jobs era is impressive because it reflects the irreverent and narcissistic nature of Jobs, the Cook era is characterized by a commitment to and connotation of transcendent values of humanitarianism, including human rights protection, nondiscrimination and fairness, and environmental protection, which are proportionally related to the public interest, and this has led to a more all-encompassing work ethic for the members of Apple. It provides a more comprehensive sense of work meaning for Apple members and contributes to the realization of meaning that each employee acquires in his/her work, thus intimately supporting artistic and transcendental values and logical approaches, and balancing the creative sense and rebelliousness of design with commercial and social orientation. and balance the creative sense and rebelliousness of design with commercial and social orientation. Furthermore, the company's work undertakes the growth of the members in the motivational mechanism, supports their spiritual needs as human beings more fully, and makes the members attach a sense of meaning to their work. On the other hand, it is more sincere than Jobs in "respecting users' autonomy and protecting privacy" to instill them into Apple's corporate culture and devote full-scale efforts to human resource diversification, environmental protection and labor rights protection to greatly improve the quality of environmental protection and labor rights protection in Apple's supply network, and to promote the development of Apple's organization with a strong commitment to the public interest. By integrating these and other public interests into Apple's organizational culture, Apple is spared from many serious political crises and public criticisms, while improving the talents and work motivation of its members, and finally, economic returns are generated from the social orientation of the business. In other words, Cook's organizational management is more suited to knowledge-intensive industries.

Cook's distinctive merits and his differences from Jobs: In terms of CSR, Jobs has "The greatest public good for Apple" which "corporate morality to reward shareholders with economic returns on great products", and in terms of work sense"Design a brand of products that can change the world", often with a provocative and user-controlling nature. Cook's own background makes him to seek for human resource diversification,

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[1] Mayesha Tasnim 2018 "European Journal of Business and Management"

[2] Harvard Business Review 2020/11~12

elimination of discrimination, fairness, and respect for human beings, and to complement the progressive and socially oriented sense of meaning of work, while the mechanism by which Jobs instills his philosophy into the corporate mission is the X theory, and Cook is the Y theory of organizational management model. In the management model of Cook, can be seen to mature the enterprise, the management philosophy of ensuring the value chain of logistics with precise measurement of the effort process to realize the corporate mission is the way to focus on the Apple corporate mission in the era of Tim Cook.

Paper Discussion Point 2: Tim Cook's usefulness in Leadership

Consideration and deduction: Cook's "office politics" such as the management of prohibiting and fairly evaluating the work performance, and it is consistent with one of the elements of psychological capital "optimism" and the positive related factor items. On the other hand, the way Jobs treats his subordinates and his leadership has a direct influence on the negative correlative factor of "optimism", or he himself has a negative correlative factor of "personality" in the relevant psychological capital item, and the specific organizational management behavior that became the negative correlative factor is the mechanism that has that negative correlative factor. implicitly have the same negative impact on the members. However, in the case of Cook, he does not fall under the general negative factors negatively correlated with psychological capital due to his steadfastness and moderation, and he has a characteristic personality that is opposite to some of the related factors that are negatively correlated with psychological capital, which has a positive effect on his subordinates.

Cook's distinctive merits and differences from Jobs: Jobs is a transformational leader with a dictatorial personality and a tendency toward "control with human"; he can be a leader but not a leader's assistant; he still needs an assistant to himself; Cook complements the assistant leader's lack of personality and the leader's lack of knowledge, ability, and time; he admonishes the leader to prevent him or her from becoming corrupt or out of control; and he is a "leverage" assistant who expands and thoroughly implements the leader's business intentions. Cook complements Jobs in general in the areas of supplementing the leader's lack of personality, compensating for the leader's lack of knowledge, ability, and time, admonishing the leader to prevent him or her from running amok or becoming corrupt, and acting as a "lever" to expand or thoroughly implement the leader's business intentions, while also serving as his or her own assistant. He has changed Apple's management model to "law of the situation" which work with "management by facts" through his personal and meticulous work response, and furthermore, Cook is a leader who is a coordinator in product design, a transformational leader in business, and a leader who is transformational in business leadership, but is also a leader who is "art," "science," and "craft" in actual management practice. In addition, while leadership in business is transformational, in actual management practice, a special type can be seen by expressing "art," "science," and "craft" in general in a well-balanced manner. Cook's leadership is more mature than Jobs' in terms when look from various theories of leadership, while Cook's is significantly better than Jobs' in terms of psychological capital theory and research, as described in the aforementioned "Considerations and Reasonings" section.

Point 3 of the paper discussion perspective: How Tim Cook useful on the supply network

Discussion and reasoning: Apple's sustained success, viewed in conjunction with Apple's history and Jobs' personal business management history, began when the supply chain was outsourced to Cook, who turned Apple's management from a manufacturing approach to a service industry approach, stabilizing operating profits and enabling the company's abstract products to operate and grow more fully in accordance with Jobs' description of a "great brand". The Apple supply chain management team, under Cook's leadership, has been working to optimize capital efficiency based on a three-tier hierarchy of "processors/manufacturers - Apple - distributors" (Stackelberg Game Model), and to develop a supply chain that is more efficient, more profitable, and more efficient than the one that was created in the past. The Stackelberg game model successfully addresses the problem of globalization, which makes full visibility of the supply network difficult and risky, and enables the three-tier hierarchy and the model to weigh the key points of the processes that actually interact with the company in the global supply network, which is also difficult to visualize. The model is designed to allow for quantification. In addition, all of the supply chain logistics security measures characterized by Cook are also in line with the state of making the supply chain quantifiable and easy to visualize.

Cook's distinctive merits and his differences from Jobs: While Jobs initially followed an "end-to-end" philosophy in his supply chain, after bringing Cook to Apple, he followed Cook's lead in setting up the supply chain with global strategic alliances. For Cook, skillfully securing the supply network is what a good CEO should do, and his accomplishments described in "Considerations and Reasonings" are well suited for him to do what a good CEO should do. On the other hand, after returning to Apple, Jobs delegated responsibility for the supply chain to Cook and concentrated on product culture and design, while retaining supreme decision-making authority for himself.

Paper Discussion Perspective Point 4: The usefulness of Tim Cook on Influencing Organizational Culture and Climate

Reasoning: Cook is more visible in terms of meaningfulness and business profitability while being easier for ordinary members to learn than Jobs, and when Cook is shared as a symbol of organizational culture, it is easier to generate psychological energy based on values and paradigms, while being easier to implement with clear criteria for decision making. It is easy to have clear criteria for decision making and to execute clearly, which promotes the sharing of organizational culture, accelerates learning within the organization, and enhances the organizational culture and its competitiveness that "flexibly responds to dynamic changes in the business environment," which is built on the cycle of knowledge transformation as pointed out in the knowledge management theory. In addition, the company's mission includes human resource diversification, environmental protection, protection of human rights, and respect for user autonomy and privacy, and the Apple organizational culture is imbued with a sense of meaning in the work and support for the spiritual needs of its members.

————— Through the above four points of discussion, I have divided the thesis of this paper into four categories: "Treatment of Supply Network," "Leadership Effectiveness," "Corporate Mission and Social Value Orientation," and "Influence on Organizational Culture and Climate," and separately compared the cases in which Cook is not present and Jobs plays the leading role. This paper concludes that Cook's low profile and unobtainable dignity in business management and humanistic/social value orientation play a key role in Apple's success, and thus confirms the hypothesis that was initially established in this study. The hypothesis that "It is Cook's special quality that plays a key role in Apple's success" has been verified.

The list of things that Tim Cook's work has been a key factor in Apple's and Jobs's success has been roughly profiled. The following categories of key issues and mechanisms that make Tim Cook's work so important can be discussed in an easy-to-understand manner.

Treatment of supply networks

The case of no Tim Cook and just Jobs:

He basically concentrates on designing products while holding the authority to appoint and dismiss personnel, and entrusts Tim Cook with supply management.

With Tim Cook in the lead role: Tim Cook is in charge of

In the five elements that lead to a successful supply chain management strategy, the logistics security measures are the easiest to visualize and the easiest to operate by the company itself in the various sub-elements. The investment decision of integrating the supply chain in the three-level hierarchy is more profitable than the individual investment decision at each node in the supply chain. In such a three-tier supply chain network, Apple's investment in its upstream and downstream supply chains can be used to increase the price of products offered to manufacturers and distributors (agents), depending on the availability of its own nodes. Through this, the equilibrium point of Apple's investment in its upstream and downstream supply chains is comparatively lowered, and Apple is able to strengthen its control over the supply chain and Apple gains more profits. After determining the investment equilibrium point through procedures that can be manipulated by mathematical calculations while visualizing in this way, the key to supply chain control is placed in the hands of the company at the equilibrium price determined from the investment equilibrium point. Even though full visibility of the supply network is still difficult, it is possible to control the upstream risk of the supply network, which is difficult to visualize, by controlling the processing manufacturers in the upstream of the supply network, and while controlling the risk in the upstream, it is possible to control the "complex variables that are difficult to visualize fully" in the supply network which are relevant to the company. In addition, the company can control the upstream risk of the supply network, which is difficult to visualize completely and complicated variables in the supply network, and can grasp the key factors that affect the company in the "difficult-to-visualize supply network" based on the "investment equilibrium point in the integrated supply chain" that is the most relevant to the company, thus solving the difficult problem of the risk of the supply network which is difficult to visualize. This method enables the solution to the difficult problem of supply network risks that are difficult to visualize.

Leadership Effectiveness

The case of no Tim Cook and just Jobs:

In the element that promotes the optimism of psychological capital in positive correlation with the X theory, Jobs himself has a defect in the relevant aspect of capital, and he always includes the model of the structure of such defect as part of the expression of such defect, and his own mechanism has a negative impact on the psychological capital of his colleagues and subordinates (especially in the aspect of optimism), which is shared by his colleagues and subordinates under Jobs. The psychological capital of his colleagues and subordinates (especially in the aspect of optimism) will also be negatively affected, and under him, they will be able to make decisions and voluntarily control their behavior as a symbol of the shared culture of the company, as well as the behavioral norms of community and learning among company members and the behavior of decision-making. In the process where these two paradigms are at play, the conflicts and injuries that accompany the paradigm of Jobs' own personal culture often occur, and it is not easy for them to function smoothly due to the high wear and tear on their psychological capital. In addition, it is transformational leadership.

If Tim Cook takes the lead role:.

The tinge of Y-theory is much strong, and the meticulous attention to detail that promotes a steady corporate culture at Apple and prohibits Tim Cook from getting bogged down in internal office politics is well suited to some of the elements that are positively correlated with the psychological capital perspective and more suitable for a large and growing global company. They are well suited to some of the elements positively correlated with the psychological capital perspective, and are also well suited to a large, growing, global corporation. Tim Cook combines transformational leadership and coordinating leadership, and in the three management elements of "art," "craft," and "science," coordinating leadership is seen in the research and development of product design, leading to "problem-solving" by line department managers and managers. Craft + Science (with intuition as a supporting function) is seen in product design research and development, while the "Art" element is often seen in the work of translating designed product brands and business concepts into business practice and realizing them in complicated administrative tasks, where Tim Cook's business genius is clearly visible. The transformational leadership of Tim Cook's leadership can be seen in the elements of "science" and "craft," while the sufficiency of "art" in supply chain management goes beyond the usual successful entrepreneurs, and is truly one of the "three elements" pointed out by Henry Mintzberg. It is the strength of "art" of corporate mission design with high ideals and morals, such as transformational design management management and corporate social fairness and human respect for logistics management, so that it has already gone beyond the scope of the general state of three kinds of "characteristic management with three management practice elements" as pointed out by Henry Mintzberg. Therefore, it should be said that all three management practice elements are equally strong, and it is "characteristic management that aligns the three management practice elements", which is a new type of characteristic management.

So that, Tim Cook is more than qualified for a key role in a superpower-like global company where complex, networked value chains, rather than product design, are the key administrative tasks of leadership.

Impact on organizational culture

The case of no Tim Cook and just Jobs:

For Jobs, a good CEO is one who "creates a great brand culture and continues to create a culture of great products that change the world," and he has not given much weight to the service industry, leaning toward the Apple approach of a manufacturing company and limiting the company's mission to "creating a great brand culture and creating a culture of great products that change the world", so his sense of the meaning of working is relatively less all-encompassing. Thus, employees' spiritual satisfaction in their work is not relatively broad with this matters, and there is no simple reference standard as to what kind of product or what kind of research and development will become a great product that will change the world or the culture of that product. Since there is no simple reference standard for what kind of product or what kind of research and development will be the great product or the culture of the product that will change the world, and it is very much dependent on intuition and innate intuition regarding the unique genius which such as Jobs' business product design, as it is understood by referring to the psychological capital. On other hands, Jobs' leadership easily causes wear to the psychological capital of the employees, which is an inefficient mechanism for knowledge sharing in the company. There is a disincentive mechanism for internal knowledge sharing.

If Tim Cook takes the lead role:.

For the organizational culture, the person who shared Tim Cook as the symbol of the organizational culture would have a clearer standard of judgment that anyone can judge for the two elements of the organizational culture: the paradigm, which is the worldview and rules of perception and thinking about the environment, and the code of conduct, which is the embodiment of the values and paradigm of the organizational culture. The sharing of organizational culture among Apple members is more widespread and rapid, and the cycle of knowledge sharing of Apple's organizational culture led by Tim Cook is accelerated because of the mechanism by which the talents of the product design members under Tim Cook are fully put to work, so that, Tim Cook had become a symbol of the organizational culture. Therefore, because the event that Tim Cook expresses in the part of the Apple organizational culture of the part characterized by him as the symbol of the organizational culture, the efficiency is higher and the good action is better, and even after the death of Jobs, Apple's creativity, flexibility (appropriate response to the environment) and vitality under the leadership of Tim Cook hasn't decreased at all.

Corporate Mission and Social Value Orientation

The case of no Tim Cook and just Jobs:

Basically, Jobs is limited to "designing products and brands that transform the world" in a narrow sense in the territory of "sense of life and convenience" for the public interest and humanity, and his sense of meaning in his work is outstanding in creating social value, but the scope is incomplete, and his enthusiasm is not high in human resource diversification and environmental protection, but he is strong in the field of human resource

development and environmental protection. His strong willfulness and autocratic personality made Apple in the era of Jobs has a strong individual colour, and the maintenance of the corporate mission has a mechanism to be executed by management based on the X theory.

If Tim Cook takes the lead role:.

Tim Cook, who himself is often painfully aware of human grievances due to discrimination, has a much greater willingness and ability to empathize with people than Jobs, and the corporate mission has shifted from being supported by X-theory-oriented management, relying heavily on Jobs's personal charisma and his genius intuition, to being supported by a social value orientation that leans toward Y-theory and is easy to understand. In Cook era, Apple has been supported by Cook's leaning action which belonged Y theory, focusing on the social value orientation of human rights protection, fairness, and progressive social values that lean toward the Y theory and are easy to understand, complementing the orientation toward social values that are linked to the long-term growth potential of the company, making the shared organizational culture easier for members to learn and more deeply rooted in the organizational culture, and making it more cost-effective for suppliers to learn from the company's suppliers. Apple also makes it a mission to diversify human resources by having the official side of the company donate to public service projects along with employees' public service projects, and having CEO Tim Cook himself work actively in public service projects, while striving for it. Gradually, the company focused on the sensitivity of the corporate mission, which is "the mission to fulfill for the society," and deeply implanted these social value orientations into the organizational culture of the atmosphere that is tacitly accepted beyond the level of clear statements, and made the users' human rights and autonomy the tools for "making great products that can change the world" (see the following The corporate mission has gradually included the social value orientation in the service industry, and finally Apple has established a value-oriented corporate mission that includes the service industry approach. Finally, Apple has established a value-oriented corporate mission that includes a service industry approach. Therefore, employees' spiritual needs in work aren't only directly supported by the company and shifted to their own responsibility, but also advantageous to their personal development.

These are the reasons why Tim Cook's unique management and organizational culture have rooted in Apple's organizational culture codes of conduct and values that differ greatly from those of the Jobs era, such as public interest, protection of human rights, and concern for fairness.

On the other hand, while positioning Apple in the approach of a company recognized as good by the public, with its sincere respect for users, emphasis on CSR, non-discrimination, encouragement of fairness, etc. The mechanism of maintenance has been shifted so that the corporate mission is expressed in a public interest-oriented organizational culture that asks for voluntary and consensual positivity by everyone in the company. The company has shifted its maintenance mechanism to express its mission in a public-spirited organizational culture that relies on the voluntary and consensual positivity of all company members. It is suitable for the knowledge-dense industry, and the fact that Tim Cook has made corporate CSR a corporate mission with a noble orientation toward the social values of pursuing fairness, protecting human rights, and recommending the public interest, has often stimulated the artistic creativity and empathy of the employees in the company that aims for profit and has contributed to the development of the sense and inspiration of the product design. It is a way to continue creativity by refining the sense and inspiration of product design with a noble orientation toward social values in addition to providing economic security.

As discussed above, for Apple, the most successful company in the world today, it is Tim Cook who has played a key role in Apple's success, continuously nurturing and encouraging Apple's sustainable growth and vitality, keeping Apple mature and fresh, and maintaining a fresh organizational culture, rather than Jobs, the co-founder and the first to open Apple's creative spirit. It is Tim Cook's unassuming yet unmistakable dignity in business management and orientation toward humanity and social values that has played a key role in Apple's success.

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