

4. Which level of analysis is the primary focus of this case?
5. Explain how each of the leadership theory classifications applies to this case, and which one is most relevant.
6. Can Tim Cook continue grow Apple, or will it be like so many other companies (like BlackBerry) that lose their competitive edge. Why or why not?

### CASE EXERCISE AND ROLE-PLAY

**Preparation:** Assume that you were a powerful board member of Apple in the 1980s. You were involved in helping Jobs select the new CEO, John Sculley, and that you have worked with Jobs on the board for five years. The board has disagreed with Jobs's recommendation to replace Sculley as CEO, so Sculley stays in power and Jobs is out of power. You have to tell Jobs the bad news, which you know he will not want to hear.

Your instructor may elect to let you break into small groups to share ideas and develop a plan for your meeting with Jobs. If you develop a group plan, select one leader to present the meeting with Jobs.

**Role-Play:** One person (representing him- or herself or their group) conducts the meeting with Steve Jobs (to notify him that Sculley stays as CEO and he is removed from power) before the entire class. Or, multiple role-plays may take place in small groups of five to six; however, role-players can't conduct the meeting in front of the team that developed the meeting plan. They must present to a group that did not develop the plan for the meeting. The people role-playing Jobs should put themselves in his place. How would you feel about being thrown out of the company you cofounded and led? Don't forget that Jobs is rather hot tempered and very outspoken.