Annotated Bibliography

Anderson, D., & Ackerman Anderson, L. (2010). *What is Transformation, and Why Is It So Hard to Manage?* Retrieved from Change Leader's Network, Serving Conscious Change Leaders Worldwide: <https://www.beingfirst.com/resource-center/pdf/SR_WhatIsTransformation_v3_101006.pdf>

The article talks about three different forms of change that occur in an organization namely: transformational, developmental, and transitional. These types of change have differing types of change management strategies and either change management or conventional project management. Change has an effect on employees hence they need to be involved sufficiently early to discourage employee resistance.

Campbell, M. (2014, September 17). *Tim Cook explains consolidation at Apple in new interview*. Retrieved from Apple Insider: <https://appleinsider.com/articles/14/09/17/tim-cook-explains-consolidation-at-apple-in-new-interview>

Contrary to Steve Jobs’ management style of compartmentalization of product groups, Apple CEO Tim Cook has adopted a decentralized system. Tim Cook adopted consolidated divisions in order to streamline operations, which was negatively taken by pundits. However, Apple has continued to post new product lines, doubled its employees and increased record sales, which shows that innovation and ideals held by co-founder Steve Jobs are still present at Apple and the company has handled change management well.

Covert, A. (2011, October 12). *iOS 5's Newsstand Is More Awesome than it Seems*. Retrieved from Gizmodo: <https://gizmodo.com/ios-5s-newsstand-is-more-awesome-than-it-seems-5849301>

Positive adoption of change is evident in Apple’s Newsstand feature on iOS 5 that supports different magazines and enables the user to get rid of backlogged magazines. Further, Newsstand users are continuously reminded of magazine issues because of the features’ portrayal of magazine covers that grab users’ attention. Automatic downloads make the process easy, except for a few pubs that do not support the feature; all in all, the iOS 5 functionality is promising.

Gurman, M. (2014, July 30). *Heads rolling at Beats as Apple eliminating redundant positions, Ian Rogers & Trent Reznor to stay on*. Retrieved from 9 to 5 Mac: <https://9to5mac.com/2014/07/30/heads-rolling-at-beats-as-apple-eliminating-redundant-positions-keeping-developers-and-creatives-in-la/>

Organizational change from Apple’s merger with Beats Electronics and Beats Music shows that some Beats employees will not be integrated into the transition. Although Apple has offered as many employees from Beats as possible positions in Cupertino offices and Beats Southern California offices, overhead position employees have been dismantled and workers have been laid off. Issues are also being faced in transitioning Beats Music technology to Apple’s iTunes infrastructure but Beats technology is hardly compatible with Apple’s servers and needs to be reengineered. The change is aimed at improving Apple’s music services by having a streaming service.

Hughes, N. (2016, May 4). *'Intentional' culture clash between Apple, Beats causes friction, aims to 'create something groundbreaking'*. Retrieved from Apple Insider: <https://appleinsider.com/articles/16/05/04/intentional-culture-clash-between-apple-beats-causes-friction-aims-to-create-something-groundbreaking>

Negative effects of organizational change from Apple acquisition of Beats Music has led to a culture clash. With Apple’s focus on quality, Beats Music employees deem the approval process laborious and unnecessarily bureaucratic. The result has been key departures like Beats executive Ian Rogers which though problematic, Apple executives have deemed the clash intentional to merge different backgrounds for groundbreaking creations.

Khanna, T., Palepu, K. G., & Sinha, J. (2005, June). *Strategies That Fit Emerging Markets*. Retrieved from Harvard Business Review: <https://hbr.org/2005/06/strategies-that-fit-emerging-markets>

The article talks about challenges that top executives from large corporations face when dealing with globalization. Globalization challenges have made it hard for companies to choose internalization strategies and select countries to do business with. Companies have, however, stick with conventional strategies, using standardized approaches in organizational change with little local twists. Organizational change in emerging markets has become a challenge for multinational corporations.

McIntyre, H. (2015, September 2). *Apple Music's Radio Executive Ian Rogers Is Leaving Music Entirely*. Retrieved from Forbes:  <https://www.forbes.com/sites/hughmcintyre/2015/09/02/apple-musics-radio-executive-ian-rogers-is-leaving-music-entirely/#2f8638062987>

With the acquisition of Beats Music by Apple and creation of Apple Music, Ian Rogers’ exit from the new company has come as a shock, especially with his decision to join the fashion industry. However, the exit of the Beats 1 radio offering is not indicative of negative change management as Apple Music has over 11 million signed up for the initial 90 day free trial.

Meyer, P. (2017, January 29). *Apple Inc. Organizational Culture: Features & Implications*. Retrieved from Panmore: <http://panmore.com/apple-inc-organizational-culture-features-implications>

The article looks at Apple’s organizational culture that has enabled the company to maintain a streak of success in products. The company’s organizational culture is founded on excellence, creativity, innovation, secrecy and combativeness which have proven necessary for business strengths. The company, however, faces challenges with organizational change and human resource capabilities, which offer room for improvement to adopt new organizational culture to sufficiently address the dynamics of business environment.

Rodriguez, S. (2014, May 29). *A brief history of Beats, Apple's $3-billion acquisition*. Retrieved from Los Angeles Times: <https://www.latimes.com/business/technology/la-fi-tn-apple-beats-brief-history-20140528-story.html>

The article chronicles different organizational change of Beats, Apple’s acquisition for $3 billion, which started less than a decade before. Beats Electronics has undergone changes from partnerships with Monster Inc. 50.1% buying by HTC; acquisition of MOG Inc. for Beats Music with 200,000 subscribers. Apple’s decision to buy Beats Electronics and Beats Music is the climax of the company’s organizational change.

Sonderman, J. (2011, October 4). *Apple introduces Newsstand today at iPhone event, available Oct. 12 with iOS 5*. Retrieved from Poytner: <https://www.poynter.org/reporting-editing/2011/apple-expected-to-introduce-newsstand-today-at-iphone-5-event/>

The article addresses the organizational change for the Newsstand section in the Apple OS which gives the user option to buy and organize magazine apps and newspaper. As part of iOS 5, Newsstand is an opt-in feature, offers automatic download of subscriptions in the background, participation of free apps and Newsstand apps live within the option and dynamic covers for icons. However, the change to the new iOS with this option is duplicative instead of being innovative.