

A BOOK ON PRACTICAL MANAGEMENT

**THE  
MANAGEMENT  
AND THEIR  
EXPECTATIONS**



**KASHINATH JHA**

**Himalaya Publishing House**

A BOOK ON  
PRACTICAL MANAGEMENT

# THE MANAGEMENT AND THEIR EXPECTATIONS

Written by  
**Kashinath Jha**  
M.A., M.B.A., P.M.I.R., P.G.D.C.A.

Edited by  
**Seema Jha**  
M.Sc.



**Himalaya Publishing House**

MUMBAI • NEWDELHI • NAGPUR • BENGALURU • HYDERABAD • CHENNAI • PUNE  
• LUCKNOW • AHMEDABAD • ERNAKULAM • BHUVNESHWAR • INDORE • KOLKATA

All rights are reserved. No part of this publication may be reproduced, stored in or introduced into a retrieval system transmitted in any form by any means without prior written permission of the publisher.

## 1st Edition: 2011

---

**Published by** : Mrs. Meena Pandey for **Himalaya Publishing House Pvt. Ltd.**,  
"Ramdoot", Dr. Bhalerao Marg, Girgaon, **Mumbai - 400 004.**  
Phone: 2386 01 70/2386 38 63, Fax: 022-2387 71 78  
**Email: himpub@vsnl.com Website: www.himpub.com**

### Branch Offices

- New Delhi** : "Pooja Apartments", 4-B, Murari Lal Street, Ansari Road, Darya Ganj,  
**New Delhi - 110 002.** Phone:23270392, 23278631 Fax: 011-23256286
- Nagpur** : Kundanlal Chandak Industrial Estate, Ghat Road, **Nagpur - 440 018.**  
Phone: 2738731, 3296733 Telefax : 0712-2721215
- Bengaluru** : No. 16/1 (Old 12/1), 1st Floor, Next to Hotel Highlands, Madhava Nagar,  
Race Course Road, **Bengaluru - 560 001.**  
Phone : 22281541, 22385461, Telefax: 080-22286611
- Hyderabad** : No. 3-4-184, Lingampally, Besides Raghavendra Swamy Matham, Kachiguda,  
**Hyderabad - 500 027.** Phone: 040-27560041, 27550139, Mobile: 09848130433
- Chennai** : No. 85/50, Bazullah Road, T. Nagar, **Chennai - 600 017.**  
Phone: 044-28144004/28144005
- Pune** : First Floor, "Laksha" Apartment, No. 527, Mehunpura,  
Shaniwarpeth (Near Prabhat Theatre), **Pune - 411 030.**  
Phone: 020-24496323/24496333
- Lucknow** : Jai Baba Bhavan, Church Road, Near Manas Complex and  
Dr. Awasthi Clinic, Aliganj, **Lucknow - 226 024.**  
Phone: 0522-2339329, 4068914,  
Mobile: 9305302158, 9415349385, 9389593752
- Ahmedabad** : 114, "SHAIL", 1st Floor, Opp. Madhu Sudan House, C.G.Road,  
Navrang Pura, **Ahmedabad- 380 009.**  
Phone: 079-26560126, Mobile: 09327324149,09314679413
- Ernakulam** : 39/104 A, Lakshmi Apartment, Karikkamuri Cross Rd.,  
Ernakulam, **Cochin - 622011,** Kerala.  
Phone: 0484-2378012, 2378016, Mob.: 09344199799
- Bhubaneswar** : 5 Station Square, **Bhubaneswar (Orissa) - 751 001.**  
Mobile: 9861046007
- Indore** : Kesardeep Avenue Extension, 73, Narayan Bagh, Flat No. 302,  
Illrd Floor, Near Humpty Dumpty School, Narayan Bagh, **Indore 452 007(M.P.)**  
Mobile: 09301386468
- Kolkata** : 108/4, Beliaghata Main Road, Near ID Hospital, Opp. SBI Bank,  
**Kolkata - 700 010,** Mobile : 09910440956

**Typeset by** : Athurva Graphics, Mumbai - 400 002.

**Printed by** : Super Art Home, Mumbai.

## **PREFACE**

This is a Practical Management Book, based on my personal experiences, observations, day-to-day practical working systems of the Management & the Common Problems being faced by the employees at their workplace.

I have tried to explain the various types of expectations of the Management, seniors, H.O.D., which they expect directly or indirectly from their subordinates. This Book also explains the weak points of the Manager, workers along with their probable solutions.

I hope this Book will prove its worth to all the employees working in any type of Establishment to make a good relationship with their Employers, Seniors & H.O.D., so that they would get their promotion, increments and other benefits on time and their superiors at their workplace would not ignore their work.

I acknowledge to my friends, colleagues & seniors with gratitude and sincere thanks who had provoked & inspired me to write this Book.

Suggestions for the improvement in the Book are welcome and will be gratefully acknowledged.

***Kashinath Jha***  
Author

# CONTENTS

	<i>Page No.</i>
<b>Chapter: 01</b>	
<b>INTRODUCTION</b>	<b>1 - 3</b>
<b>Chapter: 02</b>	
<b>A BRIEF NOTE ON THE MANAGEMENT</b>	<b>4 - 11</b>
● Definition	4
● Types of Management	5
● Overall Management	5
● Overall Operation	6
● Overall Relationship	6
● Middle - Order Management	6
● Functions of Middle-Level Management	7
● Supervisory Management	7
● The Lower Level Management	8
● Planning	8
● Organising	10
● Motivation	10
● Co-ordinating	11
● Controlling	11
<b>Chapter: 03</b>	
<b>THE ORGANISATION</b>	<b>12 - 18</b>
● Definition	12
● Characteristics of Organisation	13
● Line Organisation	14
● Merits of a Line Organisation	14
● Demerits of a Line Organisation	15
● Line and Staff Organisation	15
● Merits of Line and Staff Organisation	16
● Demerits of Line and Staff Organisation	16
● Functional or Staff Organisation	16
● Merits of Functional Organisation	16
● Demerits of Functional Organisation	17
● The Present Days Organisation	17
<b>Chapter: 04</b>	
<b>A BRIEF NOTE ON THE PRACTICAL MANAGEMENT</b>	<b>19 - 21</b>
● The Practical Management	19

<b>Chapter: 05</b>	
<b>MANAGER AND THEIR TYPES</b>	<b>22 – 28</b>
● Introduction	22
● Class One Manager (White Collared)	22
● Confused Boss/Manager	23
● Jealous Manager	25
● Pomeranian Manager	26
● Alsatian Manager	26
● Street Manager	26
● Grey Hound Manager	27
● Managers who shrug off responsibilities (Palla Jhar Manager)	27
● Swan/ Swan Natured Manager	27
● Indifferent Manager	27
● Termite Manager	28
<b>Chapter: 06</b>	
<b>A BRIEF NOTE ON THE BEHAVIOUR OF THE MANAGEMENT TOWARDS THEIR WORKERS / EMPLOYEES</b>	<b>29 – 70</b>
● Ignore to recognise the work done by the subordinates	29
● Lack of Security /Insecurity of Seniors	30
● Groupism /Cronyism of Seniors	30
● Fear of Upgradation of Juniors	31
● Popularity of Juniors	32
● Commanding Authority	32
● Fear of leakage of weak Points of the Company and Seniors	32
● Misguide or Mislead the Management	33
● Work Presentation	33
● Factors Responsible for the work Presentation	34
● To Ignore the Problems	38
● Who will be affected	38
● Who will bear the loss or who is accountable	39
● Who has raised the problems/Question	39
● Useless Gossips	40
● Reasons of Useless Gossips	41
● Less Work Load	41
● Poor Education/Skill	42
● Immature/Less-Involvement	42
● Lack of Suitable Policies for Betterment	43
● Blunt Knife	44
● Weak People are liked by all	45
● Iron rod, Building and the Builders	46
● Discrimination	47
● Competitive Mind	48
● Continuous Growth	48
● Learning Attitude	49

● Alertness	50
● Positive Energy	50
● Worker Turnover	50
● Negative Aspects of Discrimination	51
● Labour Turnover	51
● Work without interest	52
● Deterioration in Organisational Faith	53
● Dissatisfaction among the workers	53
● Less Respect for Seniors & Management	54
● Demotivation	54
● Seniors/Management only give Instructions & do not want to listen to anything	55
● Ego Satisfaction on the cost of the Company	55
● Positive Ego	56
● Negative Ego	56
● Do not want to listen- "NO"	57
● Sadistic Nature of Seniors	57
● Un-Educated & Un-Skilled Person	58
● Un-Matched Position	58
● Un-Satisfied with their family life	58
● Mismatched Married Life	58
● Aimless Life/Saturated Life	58
● Destructive Mind	59
● Low Remuneration	59
● Not Getting Adequate Promotion	59
● Heavy work load/pressure	59
● Proper Importance	60
● Tension	61
● Sycophancy	62
● Work Presentation	62
● Follow me order	63
● Fear of Punishment	64
● Bakodhyanam (Kingfisher's Concentration)	65
● Mistake done by any seniors	65
● Communication gap	65
● Development	65
● Loudspeaker	66
● Divide & Rule	66
● When we take Divide & Rule in a positive way	67
● When we take Divide & Rule in a Negative way	67
● Self Ego & High Handedness	68
● Lack of Security	68
● Un-satisfied Family Life	68
● Topi Transfer/Transferring Responsibility	69
● I am the senior you are not	70
● To Harass the Subordinates	70

<b>Chapter: 07</b>	
<b>WORKERS AND THEIR BEHAVIOUR</b>	<b>71 – 89</b>
● Diversion of Attention	71
● Everyone wants to do supervisory/liason work	72
● To take credit himself and discredit the Juniors	73
● Who wants to work?	74
● Pyramid (Upward) growth	76
● Carelessness/Over looked	77
● Unskilled workers	78
● Limited Aim	78
● Unsound Family Background	79
● Do not get happy to see other's happiness	80
● Lack of Education	81
● Frustration	81
● Lack of Opportunity	82
● Work Presentation	83
● At the time of conversation	83
● Being Responsible/Feeling of Responsibilities	84
● Work Stagnation	84
● Whispering/Back-Biting	85
● Type of workers	85
● Hard working workers & who are willing to work	85
● Workers who do not want to work/Lazy workers	86
● Worker who does not let others of work/Jealous workers	86
● Worker who watches silently	87
● One who just advicss	87
● One who is always busy in finding the weak points of others	88
● Back-biting workers	88
<b>Chapter: 08</b>	
<b>RESPONSIBILITY &amp; BEHAVIOUR OF THE MIDDLE MANAGEMENT</b>	<b>90 – 98</b>
● The Four Levels of Management	90
● Functions of Middle-level Management	92
● Middle Management (In General Practice)	92
● Responsibility towards the Top Management	93
● Responsibility towards the Subordinates	95
● Responsibility towards the Image or Brand of the Organisation	96
● The Behaviour of the Middle Management in \ Practice	97
● Behaviour towards the Company	97
● Behaviour towards the Subordinates	98
<b>Chapter: 09</b>	
<b>EXPECTATIONS OF MANAGEMENT FROM THEIR WORKFORCE</b>	<b>99 – 139</b>
● Expectation of the seniors, Incharge, H.O.D., from their concerned subordinates & juniors	99



● Do not complete the work quickly but do it phase by phase, slowly and steadily	101
● To work without care of criticism	101
● Is there any further assignment or work for me	102
● Be Diplomatic	103
● Team work	104
● Dual Personality	105
● Photo finish character	106
● Duty first and self last	107
● Do not want to take any pain	109
● Don't involve others, Maintain secrecy	109
● Work according to your vision/Job interest	110
● Jealous Nature	114
● Friendship within the organisation is bad and dangerous	115
● Take it for granted	117
● Ill treatment and Behaviour	119
● Take the initiative at work	121
● Anti-Organisational Activities	125
● Work according to the instruction	127
● To respect the senior/colleagues	128
● Unity in workforce to get a desired result/mission	130
● Self-Marketing	130
● Duty first and self last	132
● Family life	133
● Relationship with employees	133
● Meeting and Conference	134
● Face Value of the staff	134
● Arguments with seniors/juniors	134
● Important factors for the workers	135
● Self confidence	135
● Curiosity of learning	135
● Ambition	135
● Fear of failure	136
● Spontaneity	136
● Patience/Forbearance	137
● Honest to their work/organisation	137
● Touch me not	139
● Transparency in work	139
● Only Proposal; not order	139
<b>Chapter: 10</b>	
<b>EXPECTATION OF WORKERS FROM THE MANAGEMENT</b>	<b>140 – 148</b>
● The environment of any workplace	142
● Job security	142
● Recognition, Appreciation and Response of work	143
● Due respect to seniors and vice versa	144

● Written responsibility	144
● Proper direction/instruction	144
● Isolated punishment	145
● Freedom of speech	145
● Management should also listen to the problem of workers/subordinates	146
● Qualities of seniors	146
<b>Chapter: 11</b>	
<b>LESSONS AND INSPIRATIONS</b>	<b>149 – 201</b>
● Introduction	149
● Do not heat the magnet otherwise its magnetism will be lost	149
● In spite of thorns people like roses for their beauty and fragrance	150
● Lesson from the Environment	151
● Ceiling fan	151
● Sky is the limit	155
● Window	157
● Wall clock	167
● Catch the opportunity	168
● Loyal to the management	168
● Oneness, omission, officious, offend, offensive	169
● Clever/clear hearted	169
● Knowledge/keenness/key/know/keep/knocking the door of opportunity	169
● Mirror: reflects before you as you act	170
● Improve yourself, ignore, importance, impress the boss, inconvenient, innovation	173
● Realise before you act, realise your mistake, retrospect, repugnant	174
● Optimistic, objective should be crystal clear	175
● Calendar	176
● Mango tree	197
● Sandal wood tree and snakes	198
● Please keep safe distance	199
● Electric Current	199
● Two vehicles on road	199
● Friendship	199
● Teacher & student	200
● Wife & husband	200
● Seniors and Juniors	200
● Wheels and the brake pad	200
● Specific distance to see any object	201
<b>Chapter: 12</b>	
<b>PROGRESS OF EMPLOYEES OR WORKERS</b>	<b>202 – 208</b>
● Old boss & new boss	203
● Mismatched portfolios	204
● Fail to prove themselves as a bonafide worker	205

● Lack of self involvement	205
● Lack of clear concept	206
● Mistakes	206
● Less working hours	207
● Wheel balance	207
● Zodiac sign	207
<b>REFERENCES</b>	<b>209</b>
<b>QUESTIONNAIRE</b>	<b>211 - 215</b>



# INTRODUCTION



In the present days, there is a huge gap between the workers / employees and the Management. The workers do not know what type of expectations, their Management/ seniors, expect from them. They do not know how they should work, so that the Management would love them and their work. In general, all the seniors/ managers are seen to be very calculative. If, we are a car owner and are sitting on the back seat of the car and the driver is driving it, in this situation, we expect from that driver that he should drive the car assuming that he is the owner of that car and handle it with care. If we are planning to go out, we expect from our driver that it is his duty to check the oil, brake, water, engine etc before leaving the station. If the driver does his homework before leaving the station, we love him and his work. We will continue his service, otherwise, there may be a problem between us. We also expect from him that he should have full knowledge of the mechanical parts of that car. We also expect that he should know the roads, directions and the destination where we are going to visit.

For example, if in a family, there are four daughters in-law. What does the mother in-law or head of the family, like the management, expect from them? In due course, one daughter-in law from them becomes more faithful to the head of the family and the rest of them were unable to get that position. While the family is one and the head of the family is one, the rest of the daughters-in-law could not understand what their mother-in-law is expecting from them.

At this situation, the head of the family / management desires from them the following points:

- They should know the rules and regulations of the family / Organisation culture.
- The main motto of the head of the family is to develop the family and keep them united.

- The daughters-in-law should develop themselves in such a way that they can take whole responsibility of the family. They would run the family with full coordination & cooperation as per the desire of the head of the family.
- They should follow and respect the in-laws religion by being very tolerant towards their faith.

They should first know the rules and the regulations of their in-laws family. The head of the family would never like that any one of the family members disobey the norms of the family. Similarly, at the workplace of any Organisation, the Management never expects from their workers that they would disobey the rules / regulations of the Company. If a worker disobeys the rules of the Company, the Management always tries to punish him by any means. The Management always likes only those workers working in their Organisation, who follow the rules and the regulations laid down by the Company.

Similarly, the Management expects from their workers that they should know the main motto of any assigned work / objectives / mission / target etc. Without knowing the motto, the workers would never do their work or discharge their duties / performance in a good way. They should know the importance of the assigned job. They should also know the technique, which the Management have planned for their Organisational development. The worker should be very familiar with the books, write-ups and the published matters of the Organisation, so that the communication gap could be minimised.

Likewise, a father desires from his son that his son should know about the family business very well. He should have keen interest in his father's business / job. He should know about each vicissitude and the viable strategies related to the business. If the father has faith in a particular religion, he also expects from his son that the son should also have faith in that particular religion etc.

Sometimes, if the son does not obey the father's religion or his rules / regulation at any given situation, the father does not give his son the benefit of his property and does not want to give the facilities, which a son deserves. Therefore, if we are working in an Organisation, which follows a particular religion / system / rules and regulations, then the workers / employees should also follow the same religion / systems / rules and regulations. If they do not want to do the same, the Management will not give benefits to such workers.

In another way, we can take the example of a domestic servant, who works in our house. The same logic will also be applicable in the servant's case. Here the Management is the head of the family and the worker / employee is the servant. Here, what we expect from that poor servant is honesty, faithfulness, dedication, loyalty, hardwork, good behaviour, and knowledge of the rules and the regulations of the family / household.

It means the servant should be very honest towards his duties. He should be very obedient to his master. He must discharge his duties as per the given schedule of the master; otherwise, the head of the family would be unhappy. Another example we can quote here is from the Hindi film "Bawarchi". The servant handles the family members, very tactfully, politely and respectfully. Every family member likes the servant due to his good behaviour and hard work, dedication, devotion, emotion, interest with which he does his assigned work, inspite of the adverse nature of the family members. The family members like the servant because he delivers his duties without asking anybody anything or without questioning. He provides the entire requirement of the concerned members as per their desire. He does the work in the interest of the family. He follows

the rules and the regulations of the family and never tries to escape from the new assignment or responsibility or ignores the instruction of any family member. Thus, the head of the family is very happy with his behaviour and work. They also want this servant to benefit so that he gets his proper due or reward.

Generally, it is inherent in human nature that they want something extra from their servant or worker. The head of the family or the concerned members want everything done properly from that servant, without giving him any instruction. Here they expect that the servant should know what type of service his master or members are demanding or expecting from him or require from him.

More or less, the same logic is also applicable or seen in any Organisation. The Management at various levels desire that the subordinates should give extra care to the Organisation and they should take care of their likes and dislikes. They should devote some extra time apart from the official work schedule, so that the subordinates would have faith on their boss.

One thing more that the Management always desires from the employees is that they should always be attentive to their orders. They want that as much time and energy as they are devoting to the Organisation, the subordinates should also be ready for this in the same way. In short, full dedication is needed from all sides.

I have emphasised the several situations of an Organisation where a person wants to prove himself or a fresher wants to do something new and prove himself as the best among the rest of the people under the guidance of seniors / supervisors / in charge or head of the department to fulfil the common goal.

Through this book, I wish to clear the several points that the superior / boss / head, in charge, expects from their subordinates at the workplace. What type of performance the subordinates, should perform, so that their boss, head, in charge, Management could appreciate their work and it would be recognised, appreciated in the Organisation. How a worker would get recognition in the Organisation by doing good work. I would try to clarify my thinking through various common practical examples, which we are facing every day in our life.

I will try to emphasise on the various expectations of an employee & employer, which may vary from person to person. As different persons, have different equations, circumstances, logic, and strategy in their life. This also influences the seniors, head or the in charge.

*In general, it is observed that management means, the employer, but in my opinion:*

*The employees working in an organisation, who are responsible or answerable for any assigned job, in charge, supervisor of any division /unit, is known as the management.*

If any organisation is growing well, then it means the management as well as the whole workforce are also responsible for that growth. Therefore, when they are responsible for the growth then definitely the whole workforce is also responsible for the loss. Thus, the whole workforce also can be called the Management. Each workforce is directly or indirectly a part of the Management. They are all mutually interlinked and inter-dependent.

\*\*\*