

# Reviewing Performance & The Art of Giving Feedback to an Under-Achiever

**Nina Muncherji**

*Institute of Management, Nirma University, India*

**Abstract.** The caselet is based on the Indian Pump Manufacturing Industry which is growing at the rate of 10-12% annually. Competition is high and the organization Panama Engineering perceives the growth of the industry as an opportunity to develop itself into a national player. However the inability of a Deputy Manager (operations) to meet targets is seen as a major setback and General Manager (operations) decides to review his performance. The case draws out the issue of handling a review session and giving feedback to an “under-achiever” which needs to be dealt with constructively and empathetically. The case focuses on skills such as listening, rapport building, wholistic analysis of the problem, role of a leader (superior), and taking a balanced approach in dealing with under-performance using a problem-solving approach.

**Keywords:** effective feedback, listening skills, problem-solving approach, constructive criticism.

## GENERAL BRIEF

Panama Engineering in West Bengal, India is one of the two or three market leaders in the production of Pumps and Pump Parts and Fittings. Established in 1960 by Pancham Chatterjee and Aman Chatterjee (Name of the organization is a culmination of the names of the two brothers), the organization has grown from strength to strength.

The organization owed its growth to its marketing ability and technology integration in the value chain. The organization had plants at two sites in West Bengal (India). The sales force was organized by region, area and territory.

There was an operations staff of 150 people and Engineers, MBAs from reputed institutes, headed most of the managerial positions. Over the last few months the competition had increased. In order to maintain its position, the organization was focusing on increasing on-time delivery and cost reduction as its two main strategies. The Operation Heads at the plants had been instructed to enforce the two strategies as strongly as possible.

The product shipments were made by trucks which Panama Engineering hired from a regular ‘Contractor’. Sometimes logistics did become an issue because of problems at the contractor’s end. Panama Engineering had considered changing

*This shortened version of the article is for promotional purposes on publicly accessible databases.*

*Readers who wish to obtain the full text version of the article can order it via the url*

<https://www.neilsonjournals.com/JOBE/abstractjobe1Sunderachiever.html>

*Any enquiries, please contact the Publishing Editor, Peter Neilson [pneilson@neilsonjournals.com](mailto:pneilson@neilsonjournals.com)*

© NeilsonJournals Publishing 2022.

the contractor but had held back because of the very competitive price that the existing contractor was offering.

### **Background: Industry Overview**

The Indian pump industry is a crucial part of the country's infrastructure and economy. It plays a significant role in the agriculture, construction, water management, and various other sectors. The industry has been growing steadily in recent years, and is expected to continue its growth trajectory in the coming years. Growth of the Indian pump industry has been particularly strong, the Indian pump industry is estimated to be worth around INR 100,000 crore (USD 13.5 billion) with a compound annual growth rate (CAGR) of 10-12%. (CMIE Report, 2022)

### ***Market Size:***

The Indian pump industry is estimated to be worth around USD 7 billion in 2022, and is expected to grow at a compound annual growth rate (CAGR) of around 10% in the next five years. This growth is driven by the increasing demand for pumps in various sectors such as agriculture, construction, water management, and various other industrial applications.

### ***Segments:***

The Indian pump industry can be broadly classified into various segments such as centrifugal pumps, positive displacement pumps, and specialty pumps. Centrifugal pumps are the most widely used pumps in India, accounting for more than 70% of the total pump market. Positive displacement pumps and specialty pumps, on the other hand, have a smaller market share but are growing at a faster pace.

### ***Regional Market:***

The Indian pump market is highly fragmented and has a large number of regional players. The northern and western regions of India are the largest markets for pumps, accounting for more than 50% of the total demand. The southern and eastern regions are also growing at a fast pace and are expected to contribute significantly to the overall market growth.

### ***Opportunities and Challenges:***

The Indian pump industry is facing several challenges such as increasing competition, rising raw material costs, and the need for energy-efficient pumps. Including competition from low-cost imports, lack of standardization, and low levels of R&D investment. However, the industry also presents several opportunities such as the increasing demand for pumps in various sectors, the growing focus on renewable energy, and the increasing investment in infrastructure.