



**R Sankar**

Mercer Human Resource Consulting



**R Seshasayee**

Ashok Leyland



**Adit Jain**

IMA India

*Guest speakers at Group Annual Day*

Chemplast Sanmar Ltd

Cabot Sanmar Ltd

Sanmar Speciality Chemicals Ltd

Bangalore Genei Ltd

Intec Polymers Ltd

Sanmar Shipping Ltd

Sanmar Holdings Ltd

AMP Sanmar Life Insurance Company Ltd

Sanmar Engineering Corporation Ltd

Asco (India) Ltd

BS&B Safety Systems (India) Ltd

Fisher Sanmar Ltd

Flowserve Sanmar Ltd

FMC Technologies Sanmar

Sanmar Engineering Services Ltd

Sanmar Foundries Ltd

Sanmar Weighing Systems Ltd

Sensortronics Sanmar Ltd

Tyco Sanmar Ltd

Xomox Sanmar Ltd



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*Matrix can be viewed at [www.sanmargroup.com](http://www.sanmargroup.com)*

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# Group Annual Day

Sanmar hosts distinguished guests



As always, the Sanmar Group Annual Day was the big event of the year. This year, Sanmar invited top business personalities from outside the group. Adit Jain, Chairman, IMA India, of the Economist Corporate Group, R Sankar, CEO of Mercer India and R Seshasayee, Managing Director, Ashok Leyland, lent substance to the proceedings with their thoughtful presentations.

The Sanmar business presentations took place on the second day. Vijay Sankar took the audience through the trends and performance of each business, and the business managers then took the conference forward, with their individual presentations. P Viswanathan (Shipping), V Ramesh (Chemplast), S Gopal and P Natarajan (SEC) and V R Venkataraman, C G Sethuram and Swaminathan Subramaniam (SSCL) were the presenters.

A major highlight of the Group Annual Day was the giving away of the Employee of the Year awards to 22 Sanmar employees, plus the very senior S B Prabhakar Rao, M N Radhakrishnan and P U Aravind.

Sarada Jagan who anchored the proceedings, opened with some apt quotations to illustrate the Sanmar way. Ethics and discipline are our hallmark and Sanmar is known to practise a more right way among right ways of doing business, she said.

The main thrust of Adit Jain's presentation was that the Indian economy was still robust and quite independent of the political situation. While referring to the modest fiscal deficit, he also stressed the size of India's foreign exchange reserves, though this may not always be an unmixed blessing.

R Sankar of Mercer Human Resource Consulting spoke of the challenges posed by an economy in transition. The employer brand of a group is as important as any product brand, its elements have to be defined and reviewed to ensure they hang together. Groups have to understand the dynamics of their businesses, classify their talent, define their talent market and identify the competition in each talent category.

R Seshasayee of Ashok Leyland spoke on *Globalisation and Its Impact*, in the context of niche players. You have to grow, scale up to meet globalisation. He used the ocean metaphor of big and small fish coexisting to explain how agility is at least as important as size. It is important to innovate, but 'sparklers' are as important as big bang innovations. 'Relearn, Reskill, Re-enter' was his parting shot.

Vijay Sankar gave a broad overview of all the businesses, the challenges faced, the progress registered, the areas of concern and the steps taken or being planned to address these, etc. On a year on year comparison, Vijay noted a 10% growth in the top line and a robust 60% growth in the bottomline for the group as a whole, the bottomline growth being largely the contribution of Sanmar Shipping and SEC. Going forward, he expects similar trends in 04-05.

There were major developments and challenges in the form of high input costs in the PVC operations of Chemplast. Investment proposals to the extent of Rs. 200 crore had been initiated, including the strategic acquisition of the Kothari caustic soda operations at



Adit Jain

"The Indian economy is still robust and quite independent of the political situation."



R Seshasayee

“Sparklers are as important as big bang innovations. Relearn. Reskill. Re-enter.”

Karaikal. An expansion proposal had been approved at Cabot, the capacity being augmented from 700 to 950 tpa.

At SEC, the foundry operations had stabilised and one business, Sanmar Micropack had been divested.

There was considerable activity at SSCL, with the acquisition of Bangalore Geni at Bangalore and Intec Polymers at Dadra, in Gujarat. The business had been divided into focused areas of operation: API, Performance Chemicals, Biotech, Research Services.



Vijay Sankar

Vijay Sankar also spoke of some of the important initiatives in IR undertaken by the group, including the introduction of more productivity-linked schemes. Training was now increasingly a focus area in HR, and the launch of the HR portal, *Sparsh*, was a major step forward, as was the integration of HR into SAP ERP.

An important feature of the streamlining of finance was the repayment of Rs. 150 crore of high cost debt. There was a secretarial-legal focus on tax efficiency, the merger of SPIL with Chemplast one such initiative. There was an effort to centralise accounts with the setting up of an internal BPO and the formation of a central SAP core team.

In his presentation on Chemplast, V Ramesh spoke of pressures on the bottomline and the focus on topline growth. Ramesh took the audience through the prevailing scenario of all-



V Ramesh

time high global EDC prices, fluctuation in availability of feedstock, CFC and CTC phasing out, the limited market for silicon wafers and environmental challenges. He gave a detailed account of the various initiatives to meet all the challenges including the acquisition of the Karaikal caustic soda plant, and the cost control measures launched at Chemplast. He also spoke of the measures to be initiated at Cabot Sanmar in order to counter the threat of replacement of fumed silica by competitive materials.



S Gopal

In S Gopal's presentation on five SEC businesses, Flowserve Sanmar, BS&B Safety Systems (India) and Asco (India) (all three serving the same market), Sanmar Weighing Systems and Sensortronics Sanmar, he stated that the companies were leaders in the Indian market, confident of exceeding targets in both the topline and bottomline, based on their exemplary first quarter performance.

Gopal sees huge export potential for each of the businesses.

Flowserve has registered impressive growth in 2004-05 and has a market share of 32%.

BS&B has virtually a 100% market share, with export sales now catching up with domestic sales. One of the factors is the growth in exports by OEM customers of BS&B; for example, ABB circuit breakers.

Asco (India) will soon become the sole global source for Asco worldwide.

Many Asco products being developed for export will also be sold in the domestic market. Modernisation of retail distribution of petrol will lead to increased demand for Asco solenoid valves; equally the increasing emphasis on dust control and clean environments will mean requirements for air handling and dust collection equipment, leading to high volumes for Asco.

On an acquisition spree in the last 18 months, the Sensortronics JV partner, Vishay Transducers is the biggest player in the loadcells business now.

Phenomenal cost control and a focused business model at SWSL have led to high profits.



*P Natarajan*

P Natarajan made a presentation on the valve businesses of SEC. He spoke of virtually “unlimited” potential to grow inter-company export sales. The key to success lies in achieving focus on operational excellence and

responsiveness. There are excellent prospects to grow sales even in the domestic market. Other goals include being an “integrated part” of the worldwide strategy of the JV partner, becoming a centre of excellence with the best plant in the world in each of the businesses, expanding the product portfolio to include more high end valves, and growing the technical services business to a significant size. Recent manufacturing initiatives include being in sync with the JV partner’s programmes of LEAN, Lean Black Belt, and Six Sigma, sharing best practices across the companies; and a focus on improvement in the supply chain, accounts receivable and inventory, and creating a vibrant environment to foster high performance.



*P Viswanathan*

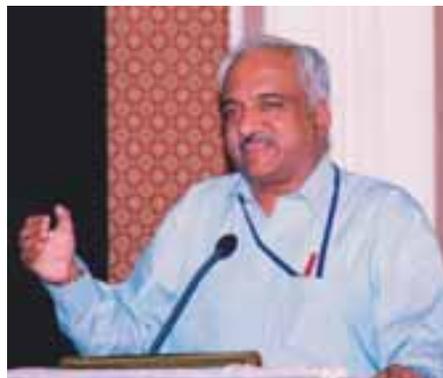
P Viswanathan described the peculiarities of the shipping trade in some detail. Shipping is a truly international business governed by standard regulations and a high level of transparency, with fixed expenses and variable income dictated by a large number of imponderables. Sanmar Shipping went through a period of low earnings rates, a huge debt burden, high interest costs and mismatched cash flows, resulting in cash deficits. This was followed by a period of correction, when it went back to basics, identifying a focused business area, retired high cost debt, established a screen for purchase of ships, arrived at long term maintainable earnings,



*R Sankar*

“Creating and sustaining an employer brand is a major challenge. Define the talent market. Understand the dynamics of the job market.”

and associated with one strong pool partner. Some of the strategic moves could include: upgrading the fleet to double hull, increasing fleet strength, identifying a new business segment, and focusing on addressing the training needs of the company.



*C G Sethuram*

In his presentation on the API business of Sanmar Speciality Chemicals, C G Sethuram, presented an overview of the global situation in the business. Pharma sales totalled USD 498.1 billion in 2003, achieving a growth rate of 9%. Many patents are expiring in 2004-2010, there are not enough new products in the pipeline, and there is a need for quick R&D. Manufacture is shifting out of the West.

Drugs worth \$ 60 billion in the US are expected to go off patent between 2004 and 2010, peaking in 2006. Sanmar's opportunity lies in many MNCs from the West looking for partners for development and manufacture in India. We have some self-gained experience and confidence born of R&D and manufacture execution skills. Sanmar is known for its respect for IPR, has demonstrated success through JV partnerships, and has an impressive width of management talent and practice, not common in the Indian API industry.

The vision of SSCL's API business is to be a high quality, cost effective and reliable service provider of APIs and intermediates to the global innovator and generic pharma industry.



*Dr Swaminathan Subramaniam*

In his presentation on the research businesses of SSCL, Swaminathan Subramaniam spoke of the research outsourcing trend in the West. The momentum is building for increased research outsourcing to India. The primary reason for big pharma resorting to outsourcing to India is that of lower costs. From 2005, the focus will shift in biotech to integrated JV partnerships. There is potential to emerge as a global player. We have to differentiate ourselves by developing specialised expertise and integrate our unique combination of assets and capabilities. There is an opportunity to participate in IP creation. Research is a high-entry barrier business with sustainable, profitable revenues.

One of Sanmar's advantages as a partner in chemistry services is that we are a non-pharma corporate and integrated, assets/capability-wise. The opportunities are in specialised services, further integration, and the big move to India that is taking place. Bangalore Genei offers research tools for biologists and manufactures biology products. It has an opportunity to become a global manufacturer with its own brand, but large MNCs are setting up base in India.

Bangalore Genei can be a global services provider in molecular diagnostics besides making products. The organic growth potential can be sustained by acquisitions in clinical development.



*Sarada Jagan*

# Employees of the Year Awards



25 honoured at Group Annual Day

*The Employee of the Year awards were a major highlight of the Group Annual Day. S B Prabhakar Rao, M N Radhakrishnan and P U Aravind were the seniormost employees to be decorated this year. There were 22 others, each one an achiever in his or her sphere.*

## The Big Three

### (Excerpts from N Sankar's citations)

These recipients of the Employee of the Year Award are very special – they are from among the seniormost levels of the Sanmar Group. The higher you rise in the organization, the tougher it is to get special recognition of your performance. The span of responsibility is wide and the KRAs are not well defined, but set out in very general terms. When people come to the highest ranks of the Sanmar Group, it is based on certain performance standards they have set for themselves and which are in the normal run far higher than the average. Having reached these levels, the organisation expects these gentlemen to meet these standards continuously. The only way I would personally rate someone as having turned in an outstanding performance, is if they have during the review period consistently cleared the bar that they earlier set. Of course, in so doing they again raise the bar for their subsequent periods. Therefore if anybody is rated outstanding by this criterion, they have really done something extraordinary, and that consistently.

S B Prabhakar Rao



### Man for All Problems: S B Prabhakar Rao

Prabhakar Rao, our Executive Director in charge of Corporate Affairs is one of the true and longstanding pillars of the Sanmar Group. He is our “man for all problems”. He is probably the oldest employee of the group, but to see him work you wouldn't believe it. He is always on the move, and this year in particular, I would say he has spent more time outside Madras in Pondicherry, Karaikal and wherever else.

Prabhakar Rao's portfolio is again wide and ill defined. Probably his KRA would be – “solve all problems in dealing with the external world that others cannot”.

When I was thinking of what to say today about Prabhakar and his achievements, a strange coincidence occurred to me which makes me feel that perhaps we should call his group the

‘P’ directorate. The constituents with whom he deals are the Press, Publicity, Politicians, Police, Pollution Control Board, Prohibition and Excise Department, the Public and even some times a Princess of Denmark – you will agree with me that's a lot of P's.





*P U Aravind*

### The Financial Expert: P U Aravind

P U Aravind our Chief Executive - Finance (Legal, Secretarial & Taxation) has also had a busy year. One of the major projects he handled was the restructuring scheme for Chemplast. This was a scheme which resulted in considerable simplification of our group structure through a delisting process, and the consultants whom I dealt with were amazed both at the structure of the scheme and at the smoothness and speed with which it was put through by Aravind. Some of the other major projects Aravind took on this year were two acquisitions, Bangalore Genei and the recent one, Intec in Gujarat, and the divestment of Micropack. All these were put through with the minimum amount of fuss, and with the group's interests fully protected.

More important, several times during these processes, I am told Aravind actually cracked a few smiles! Even while he achieved this fantastic performance Aravind has continued his learning process, and I believe one of the most important learnings he has had, is that perhaps I am really not as bad a boss to work with as he thought all these years! The fact that on three of the four projects I mentioned, he worked with the next generation of Sanmar, perhaps led him to this line of thinking.



## Mr SEC: M N Radhakrishnan

The last recipient of Employee of the Year is M N Radhakrishnan. In his case I am afraid the definition I gave of clearing the bar set by himself has not been applied for several years now, since then we would have had to give him this award with monotonous regularity, year after year. This year I am forced to believe it is well past due.

M N Radhakrishnan joined the group as Head of Marketing of the then Durametallic India and has progressed through managing one of SEC's businesses, to managing the Viralimalai complex, and then to head all of SEC for the last fifteen years or so. While SEC has shown excellent progress, his talents surfaced particularly in the periods in between when the business was under challenge. Whether it was finding a new business opportunity in conceptualizing, selling and executing a terminal automation system at Hazira; or marshalling a well orchestrated plan using SEC's product and collaborator strengths, resulting in SEC monopolising orders for the Reliance and Essar Refineries; or taking SEC's exports up from Rs.2 or 3 crore to over Rs.100 crore per annum in about three years. In all these you could see Radha's hand at the tiller.

What I particularly appreciate in him is his ability to move up the organisation leaving fully capable successors to take over. He responded very quickly when asked to move from field sales to business

management; to pick up the reins of the entire SEC business when Sesh suddenly fell sick; and more recently when I asked him to get involved in HR and IT and other corporate activities. He is in my opinion a complete manager and could hold his own against any professional manager in a similar field in India or even overseas. You must also appreciate that he has developed his skills on the job at Sanmar.

Whatever task is set for him, however small or big, he gives one hundred per cent in the interests of the organisation. Just to give you an example, a little over a year back, when I felt that our foundry's performance was not picking itself up, I asked him to take direct charge of its operation, in addition to his overall responsibilities. How well he responded is known to anybody who has visited the foundry of late. It has been a privilege and great support for me to have an extraordinarily competent and truly professional manager like Radha at my side these last fifteen years.



*M N Radhakrishnan*



# Employees of the Year

## ***Shilpa Senthilkumar, HR - Corporate***



Involved in the SAP HR implementation and a key member of Project *Sparsh*, Shilpa's knowledge of HR policies and processes, end-to-end, helped significantly in integrating our processes into a robust technology driven platform. Her dedication and commitment to meet the project deliverables, within tight timelines, without any major shift in her other assignments in Corporate HR are commendable.

## ***N Ramesh, HR - Corporate***

In the last two years, Ramesh has spearheaded the foray of HR and Payroll into SAP, and been Team leader of Project *Sparsh*. In all the projects, the Go Live has been smooth. He has gone beyond roles assigned to him, especially in the NME Payroll project, learnt many new processes, handled complex requirements and led the team to a successful launch.



## ***Unni Santhosh, ProCitius Research***



Unni Santhosh, who did post doctoral studies at the Univ. of Atlanta, Georgia, has been working on contract research of projects for BMS aiding their discovery activities. His performance at the bench has been impeccable. Handling the most difficult, top priority projects, he has earned the appreciation of BMS. He has been proactive in upgrading systems at ProCitius to handle moisture and air sensitive reactions.

## ***N Sathyanarayanan, ProCitius Research***

From a background of process development for APIs, Sathyanarayanan has quickly



adapted to the needs of custom synthesis and completed all projects allotted to him, winning praise from key customers. The lengthy and difficult

Quinazoline project for a US based small pharma company was completed with improved purity. Another difficult project, Pentobarbital reference standard for United States Pharmacopeia, enabled us to supply material to a forum where the quality expectation is the highest. Sathyanarayanan played a crucial role as a senior scientist in an FTE based project with a biotech company in the US West Coast.

## ***S Ramasubramanian, ProCitius Research***

Ramasubramanian has completed all projects within set timelines. A difficult project for Pfizer delivered in good quality and in a timely fashion received praise from the customer.



A proactive member of the ProCitius team, Ram played an active role in establishing Lab 3, whose design was different from Labs 1 & 2 and enabled the maintenance team to tackle the initial teething problems. He played a crucial role as a senior scientist in an FTE based project with a biotech company in the US West Coast.

## ***V S Ramesh, Corporate Accounts***



With his clear understanding of the group's accounting principles and policies, V S Ramesh ensures that they are implemented in letter and spirit. A member of the Core Team for SAP implementation, he has been able to make full use of the SAP functionalities in all accounting areas. He had the audited accounts of Chemplast for the year ended

31st March 2004 ready by 7th April. They were immediately presented to the Board for its approval. As a member of the Business Executive Committee of Chemplast, Ramesh has been contributing continuously in various business discussions. His analytical approach and care for details have helped him to carry out his tasks to the satisfaction of everyone.

***V Ramasamy, Sanmar Speciality Chemicals***



The Phytochemicals business witnessed rapid growth under V Ramasamy's stewardship of the production and the plant has won accolades from visiting

dignitaries. The many systems instituted by VR at the production site speak for themselves as you walk through the facility. Last year, VR assumed the additional responsibility of organic chemicals production with ease. He displayed his leadership skills across both the manufacturing plants at Berigai and the business performance scaled impressive heights. His participation helped the plant commission the solid block. His inputs ranged from a GMP- compliant layout design to identification and installation of all the key equipment. Very high efficiency levels led to record-breaking production in the first half of 2003-2004. He has deftly designed and implemented expansions commensurate with market demand for the products.

***B Shivakumar, Sanmar Speciality Chemicals***

B Shivakumar has a proud scholastic record, obtaining the third rank in Chemical Engineering from Karnataka University. He is the key person involved in the scale-up



of newly developed processes. He forms the vital link between laboratory and plant and plays his crucial role with dexterity. Shivakumar has brought about improvements in the not-so- easy process for a promising product, Tyramine. His contribution resulted in reduction in the raw material consumption leading to product cost reduction by over Rs 500 a kg, longer equipment life and the customer's stringent quality requirement being met. Shivakumar's perseverance has yielded similar benefits in other emerging products as well.

***J Sivakumar, Sanmar Speciality Chemicals***

Sivakumar is a Chemical Engineer from Sri Venkateshwara Engineering College, Sriperumbudur. Affable by disposition, Sivakumar very quickly picked up the nuances of shift management. Assuming the mantle of shift coordinator in a very short time, he quickly gained the confidence of his colleagues and subordinates. Last year, he achieved an 8.1 % reduction in the raw material cost for a key product MPBM and played an active role in the commissioning of the MPBM production block and scale up of the product that now gets sold in container lots to a key customer in the US. Sivakumar played an important role in the team that achieved a reduction of 5.8% of the budgeted quantity of solvents, a focus area for cost reduction and environment protection.

***P T Anoop Ramachandran, Fisher Sanmar***

Anoop joined Fisher Sanmar in August 2001 as a Sr. Application Engineer. OEMs demand a very high degree of technical support and fast and effective response to



their requirement. Hence it was a big challenge to Anoop when he was put in charge of building relationships with the OEMs. In the last 3 years he has shown strong commitment in meeting their

Employees of the Year

# Employees of the Year

expectations. Thanks to his unstinting efforts, Fisher is the first choice with all leading OEMs like Thermax, Daniel Measurements, IJT, Enpro, Krupp etc. In fact in 2003-04, the OEM order booking has grown by over 50% and this is a significant achievement to Anoop's credit.

### ***K S Suraj, Fisher Sanmar***



Suraj joined Fisher Sanmar in 2002 and in this short span has developed into an excellent Application Engineer with a high degree of commercial acumen. He has won

kudos from his customers for his knowledge of various techniques and application aspects, particularly with regard to the Refineries, Petrochemicals and Oil & Gas sectors. Coordinating some large jobs, he has not only understood the technical requirement for many LSTK contractors like EIL, Samsung, Hyundai and L&T, but also provided effective solutions for their process improvement. This has led to several key project orders being placed on Fisher and the bookings from the HCI sector growing by over 20% in 03-04. Suraj is an excellent team player.

### ***K Manikantan, Fisher Sanmar***

Over the years, K Manikantan has become an ace Application Engineer with a high degree of technical expertise and knowledge. He has been instrumental in forging the Power Division in Fisher India and Fisher is now becoming a force in the power sector. We have also been able to get the approval from BHEL. During the year 2003-04, Mani took over the leadership of the Application Engineering team at HO. The performance of his team is there for all to see from the order booking and the fact that two of his team members are also receiving



this award. Last year, Mani was also called upon to negotiate some large project orders, which he handled very well. Apart from his technical strengths, Mani shows an excellent temperament, good judgment and a positive attitude in all aspects of work.

### ***A Ravikumar, Fisher Sanmar***



Ravi's commitment to work and his knowledge and skills in problem solving have been widely appreciated by Fisher units worldwide. His excellent work was also recognised last year

when he won the "Employee of the Year" award. The citation last year said, "Ravi has now been given the operations responsibility for the Valves Division. The challenge before him is to take Fisher Sanmar operations to world-class standards and help it become the largest supplier to Fisher worldwide". Ravikumar has risen to this challenge and done an exceptional job in providing the right leadership to the Fisher India operations team and gaining the confidence of Fisher plants in Asia to source valves from India for large, prestigious projects.

### ***R Ramesh Babu, Xomox Sanmar***

Ramesh Babu has several significant achievements to his credit. He was responsible for changing the Xomox plant from a process layout to a product focused value stream cellular manufacturing set-up. Deputed for LBB – Six Sigma training to our JV Partner, Crane, USA, he is today a certified "Lean Black Belt". Ramesh Babu has not only helped transform the Xomox plant by implementing 5S but also helped Tyco launch their 5S project. He initiated various other projects for improving performance against customer metrics and operational effectiveness, including one to set up *Kanban* with all key vendors. Ramesh



Babu has been instrumental in creating an atmosphere of total employee involvement through training and communication at all levels of the organization.

**Deepesh Nanda, Flowserve Sanmar**

Deepesh joined SEC as a Graduate Engineer Trainee in July 1995. In October 2002, he became the Group Leader of Flowserve's



Chennai branch. He was earlier recognised as Employee of the Year for 2002.

His achievements include selling the Seal Tester for the first time in the domestic market at an excellent price, and setting the benchmark for pricing with other customers, picking up orders from GAIL at a good contribution, developing the Flowserve Pump Division as an excellent customer through good processes in both the Pump Division and at our end. As Product Manager for GTS seals, Deepesh promoted it actively throughout India. As a result, we are now receiving orders from Reliance Jamnagar. This should set the basis for such orders from other refineries in India.

**Supriyo Bhowmik, Flowserve Sanmar**



A 1992 Chemical Engineer, Supriyo Bhowmik joined Flowserve in August 1996 at our Kolkata branch, moved to Surat

in April 2003. Rated Employee of the Year in 2002, Supriyo's strength is his excellent technical knowledge of applications and a strong relationship with all his customers. His achievements have been: Increasing Flowserve's share at RIL Hazira with a higher contribution than previous years and getting Reliance Hazira to specify Flowserve seals and obtaining a copy of the specification. This is the first time Reliance has given a specification of seals in writing; surfacing issues to raise service and performance levels; reviving many dormant Flowserve customers by continuous

interaction with them. Supriyo has been promoted and moved to Kolkata branch as a Group Leader.

**Anupama Rao, SEC - Corporate**

Anupama Rao is effectively the quality assurance head for all management information reports originating from SEC. She takes this



responsibility very seriously, as most SEC accountants have found out, sometimes the hard way! A single person department for well over 18 months now, she has not let that come in the way of meeting deadlines or ensuring accuracy. She played a critical role in 2003-04 in the crunching, of monthly accounts submission by over ten days. Be it the quarterly reviews, the monthly MIS reports or the annual budgets, Anu can be depended upon to deliver the results expected of her. She sets high standards for herself, and is as harsh on herself as she is on others when expectations are not met.

**Sumeet Bansal, Asco (India)**



In recognition of his performance in Flowserve, Sumeet was elevated as Asco Group Leader at Delhi in May '03. At the time of moving into Asco,

Sumeet faced many challenges including managing the show alone for some time and lack of exposure to instrumentation products. Sumeet took up the challenge as a true professional and is now considered a product expert and an application expert in the Asco team. He has also built an excellent team at the Delhi Branch of Asco. Sumeet established many new applications and won jobs against stiff competition from international players. The breakthrough orders were made possible by his perseverance, product knowledge and application knowledge, which enabled successful development of custom built



# Employees of the Year

products to compete with these global players. Development of these products has thrown open opportunities in both domestic business and the Asia Pacific regions.

## ***B Sriram, Asco (India)***



Joining Asco in August '99, Sriram has ever been willing to take on challenging assignments. Readily accepting the offer of handling Asco export sales in April '03, Sriram stabilized the export business in '03 – '04 with a growth of 25% and laid the foundation for future growth. He was given the additional assignment of coordinating improvement of On Time Delivery (OTD). In this role, he brought about an improvement in OTD from 17% in April '03 to 90% by March '04. This he achieved by the introduction of processes and systems and team working.

## ***V Shankar Ganesh, Asco (India)***

A Chemical Engineer from UDCT, Mumbai, who joined Sanmar as a Graduate Trainee in August 2000, Shankar Ganesh has always exhibited a high level of enthusiasm.



Establishing himself early as a result-oriented field engineer, Shankar Ganesh played a key role in obtaining a breakthrough order from BHEL Ranipet against global competition. We expect repeat business for this system from BHEL. He was involved right from the conceptual stage to freezing the basic design, approval and concluding the contract with the support of the engineering and marketing teams. Asco India was not even in the original approved list of vendors; Shankar Ganesh was instrumental in changing this. He also played the primary role of a change agent in convincing BHEL Trichy, with the support of Engineering, by successfully promoting the Low Power/

Intrinsic Safety concept, a strategic move to counter low cost products offered by competitors. This exercise has started yielding results by way of a project order from BHEL for the IOC Panipat refinery.

## ***K M Prasath Babu, Sensortronics Sanmar***



Joining Sensortronics in August 2003. Prasath started managing the engineering function independently after a stint in the Assembly Line. Playing a lead role in SAP implementation

in SSL, he has piloted a number of cost reduction initiatives. He redesigned a number of load cell products to meet international specifications, earning very good appreciation from our JV partners. Prasath was also responsible for the smooth and effective implementation of Wrench Engineering Office Management Software and designed a product at less than 25% of the cost of similar imported machines.

## ***M Raja, Sanmar Foundries***

Starting as Senior Engineer – Sales in Sanmar PTI Filters Limited, M Raja moved over to the Foundry Division in January 2001. Raja and his team are responsible for



ensuring all important customer service factors such as quick turn-around of new development, adherence to committed delivery dates and responsive corrective action for reported non-conformance etc. In 2003-04, Raja and his team have achieved commendable progress in various customer services factors, and currently, the average lead time is around 4 weeks. There is a need to achieve a lot more in these initiatives but the foundry is confident that the goal will be reached, with the tireless efforts being put in by Raja in his capacity as Team Leader.

# Nine receive Long Service Awards

*At the dinner that followed the Group Annual Day (GAD), long service awards were presented to General Managers and above. Sarada Jagan and her HR team conducted games with the usual enthusiasm. Participation was equally enthusiastic, with a few musical talents emerging.*

The awardees:

## 30 years



*N Kumar  
Vice Chairman  
The Sanmar Group*



*K Muthuraman  
Chemplast Sanmar*

## 20 years



*V Ramesh  
Chemplast Sanmar*



*A V Sivaramakrishnan  
Fisher Sanmar*

## 10 years



*R Ramachandran  
Sanmar Speciality  
Chemicals*



*Dr P Babu  
Bangalore Genei*



*Ms Janaki Babu  
Bangalore Genei*



*Dr B D Gupta  
Bangalore Genei*



*Dr G M Sankolli  
Bangalore Genei*



*N Krishnamoorthy doing an MGR song.*



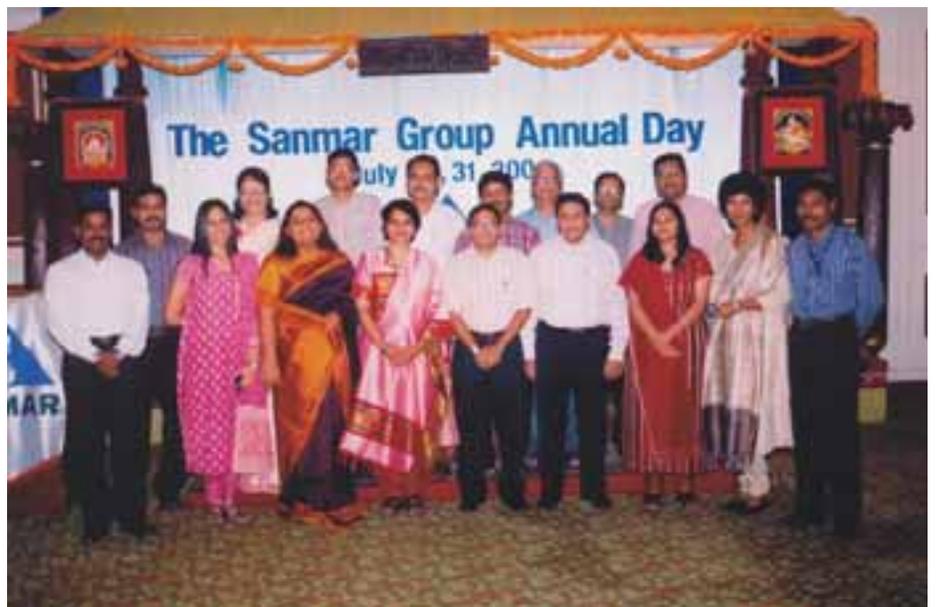
*As usual the interior was eye catching.*



*Mr & Mrs P Natarajan sang old film songs to the delight of the audience.*

*Quiz Master Jagan's singing was another surprise package.*

*The HR team behind the conduct of GAD.*



## Chemplast Sanmar

### World Environment Day

World Environment Day was celebrated on 5th June 2004, at Chemplast, Mettur.



*Employees taking an oath to preserve the environment and reduce consumption of natural resources.*



*Anti-clockwise: T An Thenappan, Dr R Hariharaputhran, Col M S Joseph and K Parthasarathy are seen here planting saplings to mark the day.*

### A veteran retires

M Pandurangan, Joint Manager - Mechanical, Plant IV, retired from the services of the company on 30th June 2004, after completing 37 years of service.



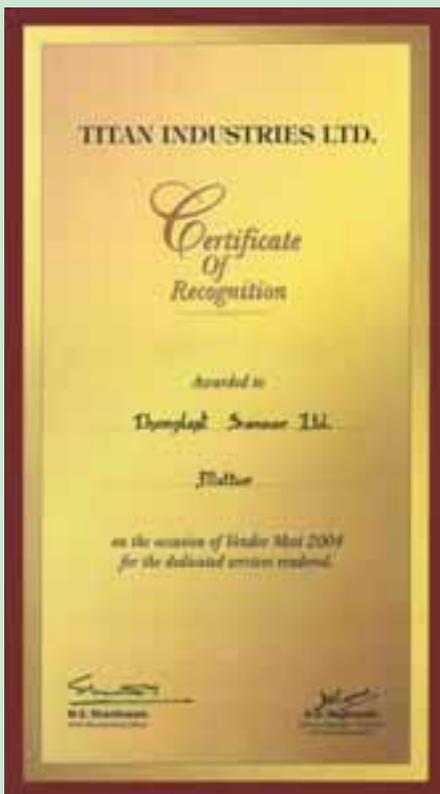
*V Ranganathan, Chief Executive - Operations, presenting a Gold Medal to Pandurangan. Dr R Hariharaputhran and R Jayaraj, Junior Manager - IR, look on.*

## Chemplast Sanmar

### Pondicherry CM's Safety Award for Chemplast



P S Jayaraman is seen here receiving the Pondicherry Chief Minister's Annual Safety award from the Pondicherry Chief Minister N Rangaswamy. The award, given to the industrial undertaking maintaining the longest accident free period in 2003, is a recognition accorded to both management and workforce for implementing safety systems and procedures at its caustic soda plant at Karaikal. The award was received for the third year in succession.



Chemplast Sanmar was recently accorded recognition by two of its clients, *Titan Industries Limited* and *Jubilant Organosys Limited*, for being a trusted sourcing partner.

## Sanmar Speciality Chemicals

### SSCRC is now ProCitius Research

On 30 June 2004, Sanmar Speciality Chemicals Ltd., announced the renaming of its Research Services business (Sanmar Speciality Chemicals Research Centre) as ProCitius Research. At a function to launch the new brand, Dr S Subramaniam, Chief Executive, explained the significance of the name, derived from the Latin word Citius, which signifies speed; as in the Olympic motto – Citius, Altius, Fortius (faster, higher, stronger).

The global lifescience industry is in a state of flux and the major players are moving a considerable part of their research activities to locations in India, China and Russia.

In response, a large number of service providers have also emerged to meet the need for services. In this competitive environment, it is important for service providers in the field to emphasize qualities that their customers value most, such as speed of response and speed of delivery.

ProCitius Research will continuously aim to be the highest quality provider of Research Services to the global lifescience industry and distinguish itself by delivering those services faster than the competition.

ProCitius Research will also add to its current portfolio of research services – which are focused on Chemistry – new services in the area of Clinical Development and Formulations Development.

Such an integrated service offering will be especially attractive to the large biotech sector, which is focused primarily on early stage discovery and has limited resources to facilitate to the progress of molecules to this stage

internally. Using the services of ProCitius Research, they can now, with limited resources, take molecules to Phase 2 development, at which stage they will realize much greater value by licensing their inventions.



*Dr Swaminathan Subramaniam*



*Dr R Sankara Subramanian*



### ProCitius website launched

The ProCitius Research website at [www.procitius.com](http://www.procitius.com) was recently

launched. The research services business of SSCL is raring to go, as evidenced by the news and events regularly featured on the site.



## Exceptional employees



Employees rated 'A' for the year 2003-04 were felicitated on 13 July 2004. M S Sekhar, Managing Director, SSCL, distributed the awards. M Thiagarajan, Junior Manager – QA received the long service award.

*M S Sekhar presenting the long service award to M Thiagarajan, QA.*



*M S Sekhar with the employees rated 'A' for the year 2003-04.*



## Visitors from Cabot

*Dr Mark H Kowalski and Dr Robert J Nick from Cabot, USA, with the SSCL, Berigai team on 1st June 2004.*

## World Environment Day

World Environment Day was observed on 5 June 2004 at Sanmar Speciality Chemicals Limited, Berigai. The programme included a gathering of the employees to reaffirm our commitment to protection of the environment and pollution control. Saplings were planted in and around the facility as part of our green belt development efforts.

Krishnagiri District Collector Mangat Ram Sharma, IAS, visited SSCL's Berigai facility on 10 July 2004. He was received by M Veluchamy, General Manager – Works and taken around the factory.

## Sanmar Speciality Chemicals



*Krishnagiri District Collector Mangat Ram Sharma, IAS, visiting the factory.*



*SSCL - Berigai personnel planting saplings on World Environment Day.*



*General Manager - Works M Veluchamy addressing employees on World Environment Day.*

## EMS accreditation for SSCL, Alathur

Sanmar Speciality Chemicals Limited, Alathur was accredited to ISO-14001 by RWTUV for their Environmental Management System in August, 2004.

The USFDA-inspected facility was also certified recently for Good Manufacturing Practices(GMP) in accordance with WHO norms by the Indian Drugs Control Directorate.

The facility is already ISO-9001:2000 certified for the Quality Management System.



## AMP Sanmar launches Kanaka Shree

AMP Sanmar Life Insurance Co. Ltd. ([www.ampsanmar.com](http://www.ampsanmar.com)) announced the launch of 'Kanaka Shree' – the Unit Linked Investment Plan on 28 July 2004 at Chennai.

'Kanaka Shree' combines the security offered by a life insurance policy with the opportunity to earn high returns on the invested premiums.

Introducing the product, Graham Meyer, Managing Director, AMP Sanmar said, "We are delighted to announce the addition of Kanaka Shree to our existing product portfolio. Kanaka Shree offers a host of options and we are confident the plan with immense flexibility will get a very good response."

AMP Sanmar has drawn on the proven expertise of AMP (*the No.1 provider of pension and investment products in Australia and New Zealand with over 40% market share*) in innovative product design and actuarial knowhow, to customise Kanaka Shree to suit diverse customer needs.

The uniqueness of Kanaka Shree is its tremendous flexibility. To start with, depending on the risk-return appetite, the customer has the option to choose from four tailored investment funds:

- **Capital Secure Fund** which focuses on financial security, where 100% investments are in bank deposits, Government bonds, etc.
- **Balanced Fund** where a major portion is invested in Fixed Income securities while a small percentage (not exceeding 20 %) is invested in the equity market
- **Growth Fund** taps into the high return opportunities offered by the

equity markets with a greater portion of investment in the equity markets (not exceeding 40 %)

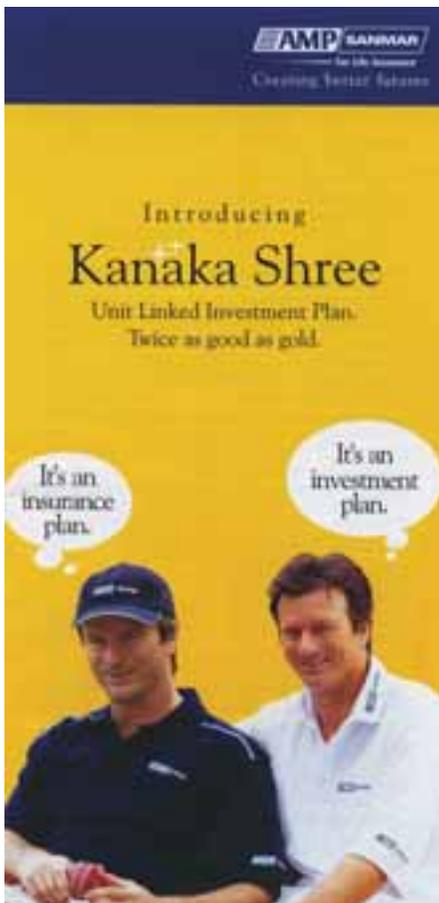
- **Equity Fund** offers a totally equity based investment option with a high risk-high return profile.

Additionally Kanaka Shree provides options such as switching between funds, redirection of investments in funds, top up of premium to capitalize on buoyant market conditions or withdraw from investments in times of need, etc.

On the insurance cover too the options are many. One can change the sum insured (subject to a minimum of Rs.100,000/-), maximise investment returns while maintaining risk cover, change risk cover options to suit changing life cover requirements or change the nominated beneficiary. Kanaka Shree also offers Add-on Riders for Accidental Death and Total & Permanent Disablement Benefit.

The corpus will be managed by a team of highly experienced investment managers who will work closely with their counterparts in AMP Australia.

"Our Advisors have also undergone special training to gain a good grounding in counselling regarding securities investment which is an integral part of this product. We believe this will help them put across the multifaceted product benefits, especially to our audience in the B & C centres, where we have good penetration. As the unit linked insurance plans are very popular in India, we expect Kanaka Shree would contribute considerably to our business income in the next few years," said Meyer.

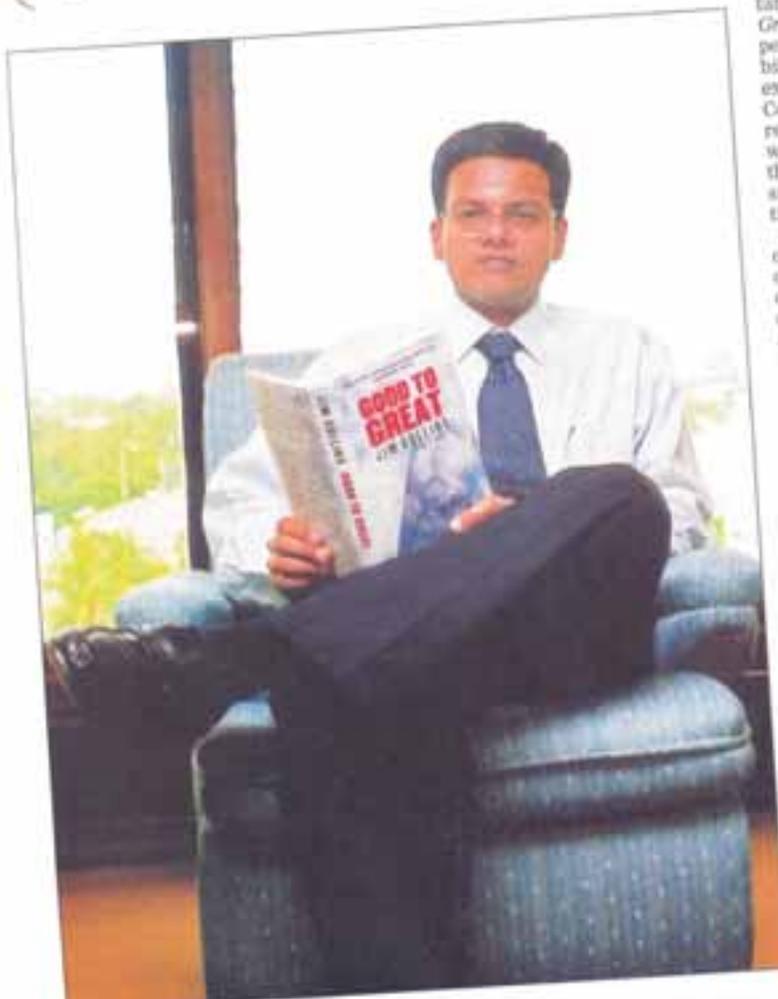


Who is reading what?

# Business Bibles Only!

**Vijay Sankar, Director, The Sanmar Group**  
tells us why he likes to binge on biz books

▶ lakshmi nagappan



evidently, reading changes with responsibility. This young entrepreneur said to to Grishams and Archers once he was entrusted with the onus of spearheading his family's concern, *The Sanmar Group*. Today, Vijay Sankar peruses largely business bibles. He is enraptured to explain the crux of Jim Collins' *Good to Great* that he recently completed. "The key word in this book is 'long', as the author talks about sustainability over a period of time", informs Vijay.

When Vijay has had enough of a biz binge, he switches to other subjects. He got a buzz out of the English translation of the Tamil classic *Punniyin Selvan* that afforded him "an insight in to the life and times of the Chola period". His curiosity is currently surfing science with *Genome*, by Matt Ridley. *Genome* draws him, as it deconstructs biotechnology "for a layman".

But Vijay's companion handbook is Harold Geneen's *Managing*. Geneen was the head of ITT, a Fortune 500 company, and even though he chronicled his wisdom nearly 30 years ago, Vijay observes that, "the beauty is that it is still relevant." Essentially Geneen's instruction is about "getting the best out of people, breaking the bureaucracy in an organisation and focussing at work instead of being featured on front pages". "I try to implement what I have learnt from Geneen," says a modest, introverted Vijay. So that explicates why we rarely see Vijay at hip 'n' glam bashes. But at least we are lucky to have this diligent lad on our pages.

# Prabhakar Rao honoured by World Telugu Federation

*The oldest employee of the Sanmar Group, Prabhakar Rao, who has an MA in Economics, joined Chemplast in 1980. He was earlier head of PR at the India Cements Limited (1968-1980), an associate company of the group, having started his career in 1961 with the Hindustan Chamber of Commerce & Industry.*

To many in Chennai, especially in media and government circles, S B Prabhakar Rao is synonymous with the Sanmar Group.

He has, over the decades been a strong pillar of the community, not only of the Telugu speaking people of Chennai, but of the larger populace of the city, playing a vital role in the city's cultural life. The World Telugu Federation's decision to honour him on the occasion of their 12th anniversary celebrations at Vani Mahal, Chennai, on 11 September, therefore, came as no surprise.

It was fitting recognition of Prabhakar Rao's valuable contributions as Honorary Vice Consul for Denmark in South India, Secretary of the TTD Local Advisory Committee, and Executive

Director - Corporate Affairs, of the Sanmar Group.

Union Minister of State for Coal and Mines Dasari Narayana Rao, who was the chief guest, Magunta Srinivasulu Reddy and D K Audikesavulu, both MPs, J Srinivasulu Reddy, D V S Raju, former President, Film Federation of India and Mrs Indira Dutt, President, World Telugu Federation, were among those who offered him felicitations at the function.

Born on 11th September 1938, Prabhakar Rao hails from Kavali in Nellore District, Andhra Pradesh.

In his career with the Chamber, he was instrumental in bringing together trade, industry and Government on many issues. During this period, he brought out a number of publications, including the monthly journal of the Chamber, proceedings of a "Colloquium on Industrial Development", a book titled "Progressive Madras State" and several other publications and brochures.

He was actively involved in the conduct of a number of seminars and conferences for the promotion of industry, trade, commerce, exports and management in this part of the country, and facilitated several business delegations from abroad. He was its Deputy Secretary before he joined India Cements in May 1968.

During his 12-year stint with India Cements, he made a significant

*Prabhakar Rao being honoured by B S R Krishna, Magunta Srinivasulu Reddy, MP, D K Audikesavulu, MP and Dasari Narayana Rao, Union Minister of State for Coal and Mines.*



contribution towards building the image of the company.

According to the World Telugu Federation's citation, Prabhakar Rao "is a livewire personality with seemingly inexhaustible energy" and anyone with a nodding acquaintance with him will agree. The citation continues: "It would not be an exaggeration to say that over the decades, there has been no major event in Chennai without Mr Rao's involvement."

Prabhakar Rao's organisational skills, still very much evident in any major Sanmar event, do indeed go back a long way. For instance, he was a member of the reception committee of the National Games organized in Chennai in 1967 and the International Tamil Conference in 1968, hosted by the Government of Tamil Nadu. Earlier, he was also associated with the organizing committee of the first International Trade Fair held in Chennai in 1966. He was the Secretary of the Souvenir Committee of the World Telugu Conference in 1995.

"Amidst all my activities, what truly gives me peace and happiness is the time I devote to spiritual activities as the Secretary of the TTD Information Centre in Chennai," says Prabhakar Rao.

He has been largely responsible for the allround development of the Centre, "a beehive of spiritual activities."



*D V S Raju, Former President, Film Federation of India and WTF greeting Prabhakar Rao. To his left is N Rangabhashyam, Treasurer, NTF.*



*Prabhakar Rao's acceptance speech.*

# Employees' Corner

When I led India to victory over Pakistan...

*By J Ramdas, Assistant General Manager - Finance, Sanmar Shipping*

*J Ramdas is a rare bird among cricketers. He combined cricket at a high level with a bright academic career, to qualify as a chartered accountant. Despite outstanding success as captain of India Under-19 and at every level of cricket he played, he was unlucky to be overlooked by the selectors at the senior level. He has been and still is a brilliant performer for Sanmar both on the cricket ground and in his professional duties.*

India beat Pakistan for the first time in a Test series this year. It was indeed a great achievement. What many people do not know is that an India Under-19 side beat a Pakistan Under-19 side way back in 1989. At that time, if my memory serves me right, no country had beaten Pakistan in Pakistan in any grade of cricket. This was a few months before the Test series between India—led by Kris Srikkanth—and Pakistan in Pakistan, in which all the Tests were drawn.

simple catch. India Under-19 emerges victorious in the series.

That was the last day of an absorbing series. There were four 4-day Tests, four side games (3-day matches) and a solitary one-day game on the tour. Apart from winning the Test series 1-0, India Under-19 won one of the side games outright and drew the rest. It also won a one-day match against a provincial side.

I had the privilege of leading the India Under-19 team; here I share some of my experiences during that tour.

The tour started on an eventful note. When we landed at Lahore on a cold January night, we were taken in a bus with a police jeep clearing the traffic for us. The pilot was there right through the tour and we had security wherever we went.

Nayan Mongia, Ajay Jadeja and Aashish Kapoor went on to play for India. We also had Jatin Paranjpe, Ashish Winston Zaidi, Anand Deshpande and Ranjib Biswal all of whom performed exceedingly well later for their states and zones. Mr Hemant Kanitkar was our manager cum coach.

The Pakistan team, captained by Basit Ali, included Waqar Younis, Inzamam-ul-haq, Mushtaq Ahmed, Moin Khan and Maqsood Rana, among others. Ardent followers of the game will recognize in these names players who have contributed significantly to Pakistan cricket in later years. Even at

*The India Under-19 team led by J Ramdas.*

*Standing L to R: Ranjib Biswal, Piyush Pande, Aashish Kapoor, Gyanendra Pandey, J Ramdas, Hemant Kanitkar (Coach and Manager), Ashish Winston Zaidi, Sameer Mehra, Akram Qadri, J K Jatar (Assistant Manager) and Nayan Mongia.*

*Squatting from L to R: Bhupinder Singh, Ajay Jadeja, Kirti Patel, Mohan Chaturvedi and Jatin Paranjpe.*

*Scene: National Stadium, Karachi.*

Fourth and final Test between India and Pakistan Under-19 (The first three Tests were all drawn).

Pakistan, set a target of around 225 to win were nine down for around 150.

Moin swings at an Ashish Winston Zaidi express and it goes high in the air, and Aashish Kapoor at point completes a



that time, you could see the promise of greater things to come. Haroon Rashid was their coach.

We played the first Test at Gujranwala, near Lahore. This was a high-scoring game in which we made close to 400 and Pakistan replied with nearly 500. Sameer Mehra scored a century for us and Basit Ali scored 187. The bowlers found little to cheer them on a batsman friendly wicket.

The second Test was at Faisalabad. All I remember of this game is that we set Pakistan a target of around 320 in about 70 overs. They played out the overs and the game ended in a draw. The wicket was a good one that provided the bowlers with adequate bounce but the batsmen prevailed.

The third Test was at Bahawalpur, on a soft wicket that started turning from the last session of the third day. However, the spinners on both sides were unable to capitalize on this and the match ended in a draw. Jatin Paranjpe scored a patient 96 for us in this game.

The last Test at Karachi was on a seaming track, a real green top. We batted first scoring around 225. Pakistan's reply was one run less. In the second innings, we scored around 225, with my contribution being 58. Pakistan could not stand up to our bowling and we emerged victorious by 74 runs. The star performers of the match were the fast bowlers, with Sameer Mehra picking up ten wickets for the match and Zaidi five in the second innings.

We were obviously thrilled at the end of the series. More than our victory, what stood out during the series was the fantastic treatment we received from the Pakistanis. There were 'Welcome' signs at all the hotels we stayed in. Pakistanis were really crazy about Hindi cinema and people kept coming up to us and enquiring about the latest films. Gastronomically, the food was not too different from north Indian food.

Though there weren't many people watching most of our games, the one-day game and the Bahawalpur Test attracted large crowds.

The daily press and magazines devoted a lot of space for this tour. Live television coverage was extended to all the Test matches. A few cricket goods makers gifted the entire team cricket gear. We were welcomed at all the shops we went to and in one clothing shop each of us was allowed to pick any two dresses of his choice free of cost. We were taken to Jinnah's tomb in Karachi. We also made a trip to the Khyber Pass near Peshawar.

We got to know the Pakistani players very well since we travelled together and stayed in the same hotels. On the field, there was sledging and Mushtaq Ahmed was the worst of the lot – I was his target since I would completely ignore him! But off the field we had a gala time together. Some of us were able to collect video recordings of the Test matches from the Pakistani players.

Sachin Tendulkar, Vinod Kambli and Sourav Ganguly were among those who played in the selection games prior to the tour in Mumbai. While Sachin opted out of the tour to play for Bombay in order to be considered for selection to the senior Indian team, Sourav and Vinod couldn't find a place in the team selected to tour Pakistan!

During a match I was playing for Alwarpet CC at Chepauk immediately after the tour, I had a surprise visitor to the dressing room – Kapil Dev. We all thought he was looking for Kris Srikkanth, our captain then, but he had actually come to congratulate the successful India Under-19 captain! I was already a great fan of Kapil's but after this episode, my respect for him grew many fold.

Fond memories of the trip still remain with me as I recollect the events.



# Legends from the South

Dr Sarvepalli Radhakrishnan

He was a modern-day version of Plato's idea of a philosopher king, though the office of President of India, which he adorned, did not carry with it the power of a monarch. The second President of the Indian Republic, Sarvepalli Radhakrishnan (1888-1975) was philosopher, statesman, and articulate interpreter of Hindu tradition to the West.

Radhakrishnan was born at the temple town of Tiruttani, into an orthodox Brahmin family. The second of two children, he was educated in Christian missionary institutions, where he was exposed to Western philosophy as well as criticism of Hindu traditions. Inspired by the eloquence of Swami Vivekananda and Rabindranath Tagore, great Indians he came to admire, Radhakrishnan resolved to study Indian philosophy in depth.

Radhakrishnan did his B.A. in Philosophy, studied Sanskrit and Hindi and took a great interest in the languages of India. He was appointed teacher at Madras Presidency College in 1909.

In 1926, he represented Calcutta University as a delegate to the Congress of the Universities of the British Empire and the International Congress of Philosophy at Harvard University. In the UK, he was approached by many universities and societies to deliver lectures. His famous Upton lectures at Manchester College, were subsequently published as *The Hindu View of Life*.

In 1918, Radhakrishnan was appointed Professor of Philosophy in the University of Mysore. Three years later, he was appointed to the most important philosophy chair in India, the King

George V Chair of Mental and Moral Science in the University of Calcutta.

In 1929, Radhakrishnan was invited to take the post vacated by Principal J. Estlin Carpenter in Manchester College, Oxford. Referring to one of Radhakrishnan's lectures, an Oxford daily said: "Though the Indian preacher had the marvellous power to weave a magic web of thought, imagination and language, the real greatness of his sermon resides in some indefinable spiritual quality which arrests attention, moves the heart and lifts us into an ampler air."

During 1936-39, Radhakrishnan was the Spalding Professor of Eastern Religions and Ethics at Oxford University. In 1939, he was elected Fellow of the British Academy, the first Indian to be so honoured. He then became the Vice-Chancellor of Banaras Hindu University, which he served for the next nine years.

Radhakrishnan's accomplishments impressed Prime Minister Jawaharlal Nehru so much that he persuaded him to accept leadership of the Indian delegation to UNESCO during 1946-52. He was the President, General Conference of UNESCO during 1952-54. In a more startling move, Nehru posted him as Ambassador of India to the U.S.S.R. during 1949-52, a mission he accomplished with great dignity, proactively befriending the Russian people under Stalin's regime.

Radhakrishnan was Vice-President of India from 1952 to 1962, when he was elevated to the office of President of India. He retired as President in 1967.

Radhakrishnan combined scholarship with a firm belief in the need for social



change and reform. Towards this end, he reinterpreted Hindu religious forms and texts. His translation and interpretation of the Bhagavad Gita for instance is an attempt to move traditional institutions in the direction of “democratic” values. In much of his work, he stressed the more profound aspects of Hindu philosophy. His scholarly commentaries on Vedanta are also marked by a distinctive humanism imbued with mysticism.

Radhakrishnan’s master’s thesis, *The Ethics of Vedanta* (1908), served to clear Western misconceptions about Vedanta, but he found much in Western philosophy that was tangent to the Vedantic validation of mystical intuition and the spirituality of the universe.

Radhakrishnan engaged in debates with Western theologians and philosophers who criticized Indian forms of spirituality. He developed his own distinctive philosophy of life. His work emphasises the relation of the self to the sacred force from which all phenomena spring, as well as the importance of the evolution of human spiritual consciousness. He strove to dispel any notion that Hindu ascetic practices are an advocacy of withdrawal from reality, and interpreted the doctrine of Karma thus: “Man is not a detached spectator of a progress immanent in human history, but an active agent remoulding the world nearer to his ideals.”

According to Radhakrishnan, the aim of yoga is to provide a disciplined framework which facilitates the fulfilment of worldly obligations while continually reinforcing the universal search for spiritual perfection. Yoga should make man more capable of action in the world and service to humanity.

The contributions of Dr Radhakrishnan as academician, diplomat, and philosopher, have been unique. His activities centered round the values of Truth, Beauty and Goodness. His voice

was always raised in defence of the rights of man and the vindication of the principles, which can assure peace.

In spite of his busy schedule as a teacher and an administrator, he wrote more than 150 books and numerous research papers in his lifetime.

### **Dr S Radhakrishnan’s major writings**

- Freedom and Culture (1936)
- Contemporary Indian Philosophy (1936)
- Religion in Transition (1937)
- Gautama, the Buddha (British Academy Lectures) (1938)
- Eastern Religions and Western Thought (1939)
- Mahatma Gandhi (Essays and Reflections on his Life and Work) (1939)
- India and China (1944)
- Education, Politics and War (A collection of addresses) (1944)
- Is this Peace ? (1945)
- Religion and Society (Kamala Lectures) (1947)
- The Bhagavadgita (1948)
- Great Indians (1949)
- The Dhammapada (1950)
- An Anthology (Of Radhakrishnan Writings) (1952)
- The Religion of the Spirit and World’s Need: Fragments of a Confession (1952)
- History of Philosophy in Eastern and Western (2 Vols.) (1952)
- The Principal Upanishads (1953)
- East and West: Some Reflections (First series in Bently Memorial Lectures) (1955)
- Recovery of Faith (1956)
- Occasional Speeches and Writings - Vol I (1956), Vol II (1957)
- A Source Book in Indian Philosophy (1957)
- The Brahma Sutra: The Philosophy of Spiritual Life (1960)
- The Concept of Man (1960)
- Fellowship of Faiths (Opening address to the Center for the Study of World Religions, Harvard) (1961)
- Occasional Speeches (July 1959 - May 1962) (1963)
- President Radhakrishnan’s Speeches and Writings 1962-1964 (1965)
- On Nehru (1965)
- Religion in a Changing World (1967)
- President Radhakrishnan’s Speeches and Writings 1964-1967 (1969)
- Radhakrishnan Reader: An Anthology (1969)
- The Creative Life (1975)
- Living with a Purpose (1977)
- True Knowledge (1978)
- Indian Religions (1979)
- Towards a New World (1980)

