

# **FiRE**SiDE

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## Cover

Lemon drops. Sugared jelly. Slivers of orange crystals and mint. For many of us, those marvels of colour and flavour were part of our growing up years. An alluring presence near schools and at fair grounds, they offered pure delight, untouched by later concerns of hygiene and calorie counts. They etched for us the link between the agonised wait and the pleasurable savour. And taught us the value that a single coin could bring in.

Now, as we move on in haste to catch up and claim our spot in the sun, those unalloyed pleasures seem like the relics of another time and place.

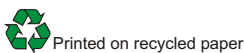
(Picture : Sameer Karmarkar)

Back Cover  
**FOSTERING  
AN ECOSYSTEM FOR  
INNOVATION**

## Comment

“ A person who won't read has no advantage over one who can't read. ”

– Mark Twain



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MEMBER

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# Thermax installs solar air conditioning system for MNRE



*Farooq Abdullah and Susbilkumar Shinde, Union Ministers at the inauguration: exploring viable cooling for a growing India*

WHAT'S  
NEW ?

A solar cooling system by Thermax has been inaugurated by Dr. Farooq Abdullah, the Union Minister for New and Renewable Energy (MNRE). Commissioned at the Solar Energy Centre in Gurgaon, this first-of-a-kind technology demonstration project uses solar energy to create cooling from a triple effect absorption chiller. MNRE is partly funding this project that explores viable ways of air conditioning with alternate energy, to reduce the load on the national power grid.

Conventional solar cooling plants in various countries including India use low and medium temperature solar dishes or troughs (collectors) with single or double effect absorption chillers. For limited cooling output, conventional solar fields take up a large area. In this innovative 100 kW installation, for the first time in the world,

a triple effect chiller and solar parabolic troughs – both indigenously developed by Thermax – have been integrated for efficient and eco-friendly cooling. Solar collectors harness the sun's energy more efficiently and provide the triple effect chiller with temperatures from 140°C to 210°C. With the highest COP (coefficient of performance) achieved in global markets today, the new chiller offers a technological breakthrough for solar applications. As a result, the Thermax project has achieved a significant space reduction of nearly 30% and a 20% increase in cooling efficiency. This has brought down cost and moved the project closer to commercial viability.

Availability of the sun's energy during the day makes this system practical and promising for the cooling needs of commercial establishments like shopping



*The solar collectors and (below) triple effect chiller : Indigenous R&D*



malls and office buildings. On the national relevance of the project, M S Unnikrishnan, Managing Director & CEO of Thermax says, "A growing India will consume 35% of its entire generated electricity only for cooling and air conditioning. So, it makes immense sense to use solar energy as a source for cooling to reduce the use of fossil fuel."

Besides solar energy, absorption chillers offer the cleanest form of air conditioning because it uses water as a refrigerant, as against conventional electrical systems that use not so eco-friendly variants.

Thermax's Research, Technology and Innovation Centre (RTIC) has developed indigenous parabolic concentrators through collaborative application research with a host of eminent agencies – Fraunhofer Institute from Germany, International Advanced

Research Centre for Powder Metallurgy and New Materials (ARCI) and IIT Kanpur. The system can also be operated with natural gas to ensure continuous cooling during non-sunny hours.

This fast track project has been successfully completed within fifteen months and Thermax would also take care of the operation and maintenance of the installation over the next five years.

## Captive co-generation order for Power Division

**T**hermax has bagged a Rs. 403 crore order from Grasim Industries for a turnkey captive power plant in Bharuch, Gujarat.

The Power division will construct and commission a 3 x 32 MW co-generation plant for Grasim, India's leading producer of viscose staple fibre. For this EPC project, Thermax will supply four 175 TPH CFBC (circulating fluidised bed combustion) boilers using coal and pet coke as fuel, plus water and wastewater treatment systems, air pollution control equipment. Thermax will complete the entire engineering, procurement and



*A Grasim power plant commissioned earlier by Thermax : EPC expertise*

construction of the power plant, including civil works, piping and miscellaneous balance of plant in a time frame of 19-21 months.

In recent months, Thermax has also received captive power plant orders from paper, coke and cement industries.

## Water conservation at steel mills: high rate filters for Bhushan Steel

**T**hermax has commissioned a mill scale filtration (MSF) system for Bhushan Steel Ltd. to treat and recycle effluent at its HSM (hot strip mill) plant in Orissa.

Steel mills are the biggest industrial consumers of water, second only to power plants. Large quantities of water are used to cool hot strips of steel and remove impurities in the form of scales. The MSF system designed and installed on a turnkey basis by the WWS division cleans the effluent and reuses it for cooling needs of the plant.

Water contaminated with mill scale and oil is collected in an underground scale pit. The scales settle down by gravity, which are scraped and removed. A mop skimmer removes the oil floating on the surface. The water taken to settling-



*Treating and recycling effluent: water conservation*

sedimentation basin for further clarification still contains about 100-200 ppm mill scales and 10-20 ppm oil. A rotating disc hammer skims off floating oil and the settled sludge is removed for additional treatment. Water containing about 40 ppm suspended solids and small amount of oil is pumped through high rate filters to the cooling tower and to the processes.

The high rate filters are specially designed to operate at higher flow rates and therefore need smaller footprint compared to conventional filtration systems. Thermax has installed 22 filters of 235 m<sup>3</sup>/hr and 44 filters of 250 m<sup>3</sup>/hr. Together they clean and recycle 323 million litres of water every day.



*Air pollution control systems : implementing complex projects*

## Enviro successfully commissions its Oman project

**T**hermax has successfully completed its air pollution control project for a greenfield pelletisation plant in Oman. The first stream of pelletisation plant has been commissioned with the electrostatic precipitators (ESPs) designed and installed by the Enviro division.

Earlier, *Fireside* had reported about Thermax winning the prestigious order for supplying 10 ESPs to the 2 x 4.5 million tons per annum (MTPA) pelletisation plant in Sohar.

For this challenging project, Enviro ensured the ESPs met international air pollution emission norms and the stringent requirements of accuracy and finish.

The project involved over 3,500 tons of steel supplied through 350 containers and over 3000 cubic metres of break bulk cargo. The ESPs were successfully erected and assembled under Thermax supervision in Oman.

The successful commissioning of this plant has demonstrated Thermax's strength of implementing complex and demanding projects in challenging time frames in the Middle East. Thermax is looking forward to more opportunities in this market.

*Waste-to energy installation at Chinchwad and (inset) Dr. Kalyan Raman*



## **Bioenergen technology for biodegradable solid waste management**

Each day Bioenergen technology utilises 100 kg canteen kitchen solid waste at Thermax's Chinchwad factory to generate biogas. It also generates 15 kW of power for lighting and the residue is used as manure for gardening. Licensing the technical know-how from BARC's Nuclear Agriculture & Biotechnology Division, Thermax's Research, Technology Innovation Center has incorporated innovative features to make it user-friendly and reliable for customers.

The technology can be useful for places generating biodegradable solid waste – kitchens, vegetable markets, slaughter houses and animal stables. The waste is shredded and converted into a slurry. The temperature of the aerobically digested slurry is increased by adding hot water

from a solar water heater. The partially digested slurry then flows into an anaerobic digester and the internal baffle system ensures separation into solid, liquid and biogas. The solids settle down at the bottom of the digester and are almost completely digested. The liquid which overflows into the recycle chamber is partially recycled. The biogas is collected into a gasholder, and then used for cooking or boiler feed for electricity generation.

The nitrogen rich manure is an excellent soil conditioner and the process can be viable for urban solid waste management.

Says Dr. Kalyan Raman who heads the project, "Payback for investment in Bioenergen is assured within 3-5 years."

## **Thermax's first O&M contract for a nuclear power plant**

Power Division's O&M Group has been awarded a contract to assist the commissioning and operation of Nuclear Power Corporation's (NPCIL) 2x1000 MW nuclear power plant under commissioning at Kudankulam, near Tuticorin. This is the first of the eight power stations being built with Russian technology.

Thermax is mobilising about 130 technicians, supervisors and safety officers for a 12 month period. Different teams are already at work to commission pumps,

turbines and the various equipment of the plant, built within stringent safety regulations.

During this period of assisting NPCIL, Thermax teams will gain valuable experience in the commissioning processes and protocols of a large nuclear power plants. The stint will qualify the company for O&M services in the nuclear sector.



*Thermax team at NPCIL's plant: valuable experience*



**W**e have had a very good set of results for 2010-11, even though the latter half of the year was challenging. My thanks to Unny and the entire Thermax team, and compliments to all of you for crossing the \$1 billion milestone in revenues. Our Board of Directors has been a source of immense strength and encouragement to the company and I thank them all. On behalf of the Board, I would like to thank all our employees, our customers, supplier partners, business associates and shareholders.

It gives me great pleasure to welcome Mr. Nawshir Mirza on our Board as an Independent Director. Mr. Mirza is one of India's acclaimed Chartered Accountants and is an ambassador for green initiatives. He has spent most part of his professional life at Ernst & Young. Considering his illustrious career in finance, I have also invited him to be a member of the Audit Committee.



The year 2010 has played out very differently for different parts of the world. In most of Europe (other than Germany) and the US, times were and continue to remain difficult. Thermax's major export markets, South East Asia and the Middle East showed signs of growth. However, the recovery remains exposed to significant short and long term risks. With high levels of inflation and interest rates mounting, the Indian economy is also showing signs of slowing down its pace of growth.

I emphasise the importance of operational excellence in line with our business strategies – cutting down waste as we did through Project Everlean; looking at intelligent ways to extract costs, keeping customer delight in focus. This brings me to the topic I would like to share my thoughts on, in this chapter of Expressions - Corporate Social Responsibility (CSR). My aim is not to present CSR as something extraneous to a corporate entity, but to highlight its integration with our business. I am convinced this approach can be more sustainable and rewarding, especially with the growth we have planned for the future.

A couple of weeks ago, I was part of an interesting panel discussion. The moderator at the session defined CSR as a philosophy and is therefore intrinsic to an institution – touching every aspect of the business. This opened up a new way corporates could and should perhaps look at CSR.

How does this add up? I think corporates have a very unique advantage in that they are in a position to influence “change” for the better (or sometimes for the worse) and therefore have a tremendous responsibility. We normally refer to CSR as what we can do only for society, in the areas of education, health, malnourishment, environmental issues, and so on. The community and the environment are certainly very important, but they constitute two among six stakeholders of business – our employees, customers, suppliers and the government being the other four.

At Thermax, we have approximately 4000 employees and perhaps another 100,000 contract labourers at our sites at any point in time. We also influence another 10,000 working with our suppliers. What is our social responsibility? Challenge our people to bring out the best of their talent and strengths, spend adequate time and money on training them, and ensure we are fair when it comes to salaries, appraisals and promotions. When recruiting, are we genuinely progressive in our mindset, wherein ‘diversity’ is practiced – diversity of gender, religion, caste and region as well as cognitive diversity that encourages radical thought and argument to strengthen the fabric of our institution? Are we providing humane conditions to our people at sites and is safety being given enough emphasis? I often ask – if it was your son or daughter, what precautions you would take in designing our systems and installing them at site? It is only with that spirit we can become truly “socially responsible”.

When it comes to suppliers, our channel partners and business associates, are we developing long term partnerships with people we trust and believe are capable of growing with us? Or do we look at the lowest cost for all our decisions? Taking a long term view, it is very much a part of our social responsibility to develop our partners to a level of quality and responsiveness that we would be proud of, through training and by investing time.

Coming to our products, we engineer, design and manufacture a sizeable share of our equipment that is clean, green and helps the environment – generating energy from biomass and industrial waste including waste heat; harnessing solar energy as fuel to heat, cool and to generate power; recycling water/wastewater to conserve this precious resource;



**Are we providing humane conditions to our people at sites and is safety being given enough emphasis? I often ask – if it was your son or daughter, what precautions you would take in designing our systems and installing them at site?**



manufacturing chemicals that enhance the efficiency of combustion and clean up effluents; air pollution control equipment that cleans the air of particulates which cause bronchial problems and so on. For our products that use coal, oil and gas, we work towards gaining the highest efficiency.

Although we are very privileged to be in such a business, I do believe that we need to create “customer delight” at all touch points, making the experience of owning a Thermax product or dealing with our people – telephone operators or engineers alike – a happy experience. This calls for quality products, impeccable execution, on time deliveries, affordable prices, technology leadership in energy and environment, efficient and well trained personnel – all very much a part of our social responsibility.

As an organisation sensitive to the environment, we have decided to shift towards a greener and cleaner product portfolio, and I must compliment Unny and his team for implementing this. Can we minimise the waste we generate every step of the way, at our work places and in our private lives? If we have to generate waste, can we recycle it or utilise it to add value? Do we constantly look at ways to reduce our energy, water and land usage, or to minimise pollution? Since many of us come to work at the same time, are we utilising car pools and buses to the greatest extent?

We also have a responsibility towards the government. It is often said that as long as we pay our taxes, we have done our bit; or why should we pay taxes when most of it is siphoned off by people in power? I do empathise with these statements. But as Harsh Mandar, NAC member and social activist, mentioned in his talk at Thermax House last month that paying taxes is not enough, corporates also need to ask themselves whether or not they are sticking to the law, while pursuing their goal of generating wealth.

He also reminded us of our “remarkable capacity to see and not see” the many heartbreaking daily scenes on the road – like the vulnerability of street children. While the government cannot divest its responsibility in the social sector, as responsible corporate citizens, can we reach out from our bubbles and help the government organise, implement and make the system accountable; which brings me to the 6th stakeholder – the community.

Thermax has decided to focus on 'education'

for the economically under privileged. We firmly believe that education is the greatest leveler in a society. With the pitiable state of our municipal school system, Anu's passion to make a difference, and partnering with two very credible NGOs in the field of education, Akanksha and Teach for India, we have been able to make a small but meaningful impact in this sector. Four years ago, we established the Thermax Social Initiative Foundation (TSIF) with 1% of Thermax' profit invested in it. Our partnership with Akanksha Foundation continues to nurture two extremely well run and holistically managed municipal schools and a learning centre. Our target is to take on 10 English medium schools in Pune, as and when the corporation is ready to do so.

Thermax is involved with and supports Teach For India, another movement in the sphere of education. I would urge you and your families to attend the induction or graduation ceremonies that TFI conducts for the Fellows (TFI teachers) or even visit one of the schools where they are teaching. You can witness the change in the children as they embrace academics, values, good citizenship and most important, learning through fun. Ravi, one of our own employees we sponsored, has just completed his two years at TFI. In this issue of Fireside, he is writing about his difficult, challenging, yet life changing leadership experience. Can corporates, perhaps, learn from TFI as to how to make work truly meaningful for each employee so that they see a larger purpose in what they do and therefore give their very best?

I would like to end my piece by urging all of us to look at CSR, not just in the limited space of our social causes, but much more holistically. This would hopefully bring a different dimension of trusteeship, responsibility and fulfillment, helping each of us to contribute our very best. Our culture that all of us have nurtured over the past 40 years lends itself to a lot of independence, empowerment and therefore a sense of responsibility towards a larger cause. For Thermax, CSR in its widest and most inclusive sense could offer the way to grow as a sensitive world class organisation.

With best wishes,

**Meher Pudumjee**

## EXPRESSIONS



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# “We need to create ad to make our jo

Hemant Mohgaonkar, Executive Vice President (Cooling & Heating) talks to AM Roshan about the importance of empathy and why we need to be systematic and objective as we grow in size and complexity.

Even as one spots dark clouds on the capital goods' horizon, Hemant Mohgaonkar is quietly confident about the prospects of the businesses under his care – Heating and Cooling. He and his team have planned for a four-fold increase in revenues for the Heating business in the next four years. He feels that the Cooling business, with its design versatility and rich application knowledge is well positioned to be a global technology leader. However, getting from here to there would mean we have to “focus on our internal processes and create an enabling environment for change and growth.”

We are at his cabin on the 4th floor of Thermax House. In the 15 months he has been at Thermax, Hemant has already been in the thick of things – among them, a successful international acquisition and a technology tie-up. His office table sports a framed photograph of him with R Gopalakrishnan and R S Thakur, stalwarts from the Tata Group. That was taken at his farewell hosted by the Tata Auto Comp Systems (TACO) Board at Hotel North Point, just before he left them to join Thermax as Executive Vice President. Showing me a Ganpathy gifted by them, he says, “It was an amazingly warm goodbye. That farewell expressed so well the strong value based culture I experienced at Tata's for 12 years.”

Earlier, at Indian Seamless too, where he worked for nine years, Hemant could part with goodwill. When he broke the news of his then new job, Mr. Taneja, the CMD of the company and his mentor, didn't try to hold him back. Instead, he encouraged Hemant to join the Tatas. “I had the good fortune of working with visionaries who were generous with good advice,” he says.

Hemant's work life began in 1988 after studying Mechanical engineering and Business Management. After a stint with Bharat Forge he joined Indian Seamless, then a Rs.35 crore company. He began his career on the shop floor. “It was there I learned to work with my hands and the important lesson that production is nothing but planning.” Few years later, handling business development and new projects for the company at Bangalore, Hemant had first-hand experience of land acquisition and dealing with multiple government agencies. A unique instance of shifting a temple with public participation from the land to be acquired

taught him how important it is to respect the sentiments of people. “I learned that empathy is a trait essential in getting anything done,” he says. He also learned the ropes of commercial operations at Seamless.

A six month management course at Maastricht School of Management in Netherlands opened up Hemant's vistas. It was the first time he travelled outside India, interacted with global professionals and moved around Europe.

Back in India, on a business trip in 1998, he was offered a new role at TACO. For the next five years, he would be involved in practically all aspects of the new joint venture, Tata Toyo Radiators Ltd: including technology transfers and licensing. From 2003-06, Hemant was CEO of another TACO joint venture, Knorr Bremse India which dealt in braking systems for commercial vehicles. This would be followed by a phase where he headed engineering service business of the organisation and became part of companies Group Management Committee. When TACO's Rs.800 crore autoplastics business was going through a rough patch, in addition to his responsibilities, Hemant was called in as CEO to turn it around. Those were two demanding but satisfying years.

Looking back on those 12 years with the Tatas, he says it was there he learned to practise absolute, brutal honesty, an approach that works especially well in hard times. “If difficulties are chasing you, the best way is to turn around and face them.”

When he was sounded about the Thermax assignment, with his predominant automotive background, he was initially sceptical. But meetings with Unny and Meher convinced him about excitement of the energy sector and of the role he could play. He came in when the Heating business was just emerging from the after-effects of a wrenching ERP experience. Hemant says most organisations go through a similar phase in the first year after implementing ERP. He praises Radha and the Heating team for the quick revival: “Full marks to them in making the change already

UP CLOSE

# equate infrastructure journey simple”

visible in 2009-10 itself.” It has also triggered improvements in terms of product standardisations and other operational excellence initiatives.

As the market is becoming more demanding, our product development process and product quality need continuous upgrades. Today, best-in-class product quality is a natural expectation. “We have to remember that quality has to be built into the processes – ours as well as those of our vendors – and that it cannot be controlled through inspections,” he explains.

More than improving sales, Hemant is focused on delivering value proposition for the entire life cycle. “We cannot increase our sales without a complete review of what it means to deliver on the promise to our customers.” He encourages his people to do more hand-holding after the supply of equipment and to continuously offer improved service experience. He feels the Services business supporting both Heating and Cooling businesses can effectively play this role.

Confident that Thermax has what it takes to be one of the top three players in the global heating business, Hemant says “This will require us to bench mark with the European product quality and be right first time in the entire product life cycle management.” He adds that we need to build on our strengths and sharpen the focus on reliability, service and aesthetics, besides generating a continuous stream of innovative products. This will help as Thermax looks beyond the industrial segment to scale up its presence in the commercial sector, especially in the area of space heating in global markets.

In the global search for green technology, he is convinced that Thermax's cooling business is very well positioned to address the clean energy market. The business already has immense experience of operating in diverse overseas markets with a wide range of innovative, multi energy products. He expects the China Cooling operation, “very well nurtured by Ashish and team”, to take off in a big way in the near future. “We shall also look at inorganic growth, as a consolidation is expected among the limited players operating in global markets today,” he says.

Over a billion dollars in revenue and growing.

Where do we go from here, I ask him. Hemant is upbeat. “We have all the elements to be a great global company. We are potentially well placed in the segments we operate in.” But his buoyancy is tempered by a hard edged perception of what needs to change in us: “As we grow in size and complexity, we need to be more systematic and objective. Let us not forget, what gets measured gets done.” Sometimes our person-oriented approach makes us tolerate under performance, he says. Only when we are process oriented, he observes, can we hope to minimise variations and achieve sustainability in business. A strong promoter of 'lean philosophy' he believes that elimination of waste, adherence to processes and a passion for defect – free work would “give us more time to think, to be more innovative.”

What about the fear of systematisation stifling the innovative spirit of Thermax? Hemant is wary of 'passion-plays' at the workplace. “While I am all for tapping into the energy of our people, we also need to be dispassionate, to walk that distance from an instinctive to an informed organisation.”

It brings him back to the centrality of planning, the early lesson that he picked up. He believes that senior management has to walk the talk in creating a process-oriented organisation. “We need to create adequate infrastructure to make our journey simple. On this journey of continuous improvement, as people and as an organisation, every day we need to strive to live a life that is better planned.”

**“We need to be dispassionate, to walk that distance from an instinctive to an informed organisation”**



## Anil is Thermax's information technology chief



Anil Nadkarni took over as Chief Information Officer (CIO) of Thermax.

A post graduate in Computer Management from Bombay University, Anil has 27 years of varied experience in the IT field. He has worked with HDFC Life Insurance, Mercury Travels and Cadbury India, where he helped create IT infrastructure and implement ERP systems based on SAP and Oracle. At Thomas Cook, Anil was the IT head

and member of the international steering board. He has presented his experience in ERP implementation at various fora in the US, Austria and the UAE.

Anil enjoys playing cricket and reading. He is married to Ananya and they have a daughter, Anishka.

*Fireside* welcomes Anil to Thermax and wishes him a mutually rewarding career.

## Integrating heating systems for an electro graphite manufacturer



**System integration: high quality production**

C&H Services SBU bagged a large value order of an integration system for Hindustan Electro-Graphite (HEG), Bhopal.

HEG that manufactures electrodes for use in arc furnaces of iron and steel making industry has been using Thermax's thermic fluid heat exchangers. These heaters maintain constant temperatures. They are also safer, avoid oxidation of electrodes and maintain high quality production levels. For the new order, in a first-of-its-kind application, Thermax will supply and integrate radiators, pre-heaters, circulation pumps, peripherals and a SCADA system.

The division had earlier carried out the consultancy services at HEG for equipment sizing, piping design and had bagged an O&M order for various non-standard thermic fluid heaters.

## Growing from strength to strength

The western region Chemical and Water Service and Solutions team recently came together at EERC in February to update themselves on latest technology developments and share experiences. Thirty five engineers from Gujarat and Maharashtra O&M sites discussed areas of benefit for the customer.

Earlier, the team took a well deserved break amidst the lush surrounding of Khadakwasla lake and Sinhagad fort. Along with an informal dialogue with their department heads, the team enjoyed trekking, rope climbing and winning at physical and mental games.



*Chemical and Water Service team:  
well deserved break*



*Marathi music in China: memories of Pune*

Employees from Thermax (Zhejiang) Cooling & Heating Engineering Co. Ltd. in China participated in a musical program to celebrate the Gudhi Padwa new year celebrations in April. Shanghai's Maharashtra Mandal invited the well known Marathi music director and singer, Saleel Kulkarni, to regale the appreciative audience. Madhav Agharkar from the Shanghai office accompanied him on tabla while Madhav's wife, Maya,

## A flavour of Maharashtra in Shanghai



compered the event. The group had also invited Marathi composer, singer and music director, Shridhar Phadke, to perform at two programmes last year.

Madhav has also founded a Shanghai arm of the Thermax Swarsandhya musical group that organises frequent performances. The Thermax community in China welcomes such events to rekindle memories of Pune.



*Meher at the award night: engaging conversation*

## A chat with the award winner

Departing from the smoke and sound of many award functions, here was a quiet one at Pimpri's Hotel Kalasagar: the Rotary Vocational Excellence Award 2011 was presented by the Clubs of Nigdi and Pune Sports City in the format of a chat show.

Meher Pudumjee, the award winner was

engaged in conversation by Pramod Deshmukh, master of ceremonies. Joining them were Pheroz Pudumjee, BMK Sethi and friend Shirin Gill, three people who knew Meher at home, at the work place and way back in school. The evening had scenes from Meher's life interspersed with interesting conversation.

## Thermax Babcock and Wilcox's new office

Thermax Babcock and Wilcox Energy Solutions Pvt. Ltd. inaugurated a classy new office at Pune in May. The 20,000 sq. ft. office can seat 150 employees, 50 of them already operating from there. The team will drive the work of the joint venture formed last year to manufacture supercritical boilers at the upcoming facility at Shirwal in Maharashtra.



*The joint venture begins work: a classy workplace*

## Boilers for green power



*Thermax installation at Shalivahana: power from municipal waste*

Two Thermax boilers in Andhra Pradesh, operational for over a year, offer a dual advantage of disposing off waste and generating electricity.

A Thermax boiler at Shalivahana Green Energy Limited, an independent power producer, uses municipal solid waste (MSW) along with biomass to generate 12 MW electricity. Shalivahana produces green power with this processed MSW (or refuse derived fuel as its commonly known), collected from Ramagundam and Karimnagar towns.

Developed for the first time in India, the 55 TPH water/air cooled pusher grate has the distinct advantage of firing fuels like MSW waste, empty fruit bunches and straw. These fuels have high moisture, low calorific

value, are not uniform in size and contain high alkali and corrosive elements.

Elsewhere, Godrej Agrovet, used only palm kernel and fibre as biomass fuel. For their 22 TPH pusher grate cogeneration boiler at Vijayawada, Thermax offered the additional option of burning shredded empty fruit bunches along with palm fibre and kernel shell. The client now benefits from selling the excess palm fibre, shell and biomass waste from the palm oil mill to other local boilers.

The successful operation is the culmination of four years of designing, testing prototypes, pilot plant setup and testing of various fuels by the B&H team of Jalinder Gaikwad, Kishor Vaidya, Manoj Maheshwari and Prakash Karve.

## Commissioners of power plants

The first annual meet of commissioning engineers of the Power Division was organised in May at EERC, Pune. Forty commissioning engineers from different large, medium and small power plant sites across the country shared information and their experiences. R V Ramani inaugurated the meet and released a power commissioning manual and CD.



*Ramani releasing the manual: commissioning expertise*

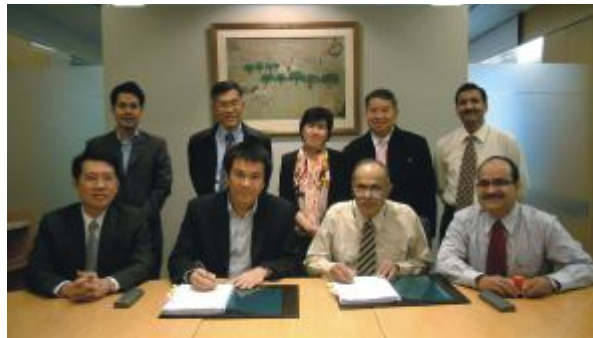


## Hat trick in Thailand

**T**hermax's B&H group beat stiff competition from Indian and Chinese suppliers to bag a third order from Thailand's Mitr Phol group, the world's second largest sugar manufacturer. Mitr Phol has ordered a 100 TPH biomass fired travelling grate boiler for their green field project in Thailand's Loie province. It is

expected to be commissioned in September 2012.

The earlier two orders for the Kalasin and Dan Chang projects in 2009 and 2010 respectively were for existing sites. Says Shyam Bhutada, "This order reflects our customers' confidence in Thermax's project execution capability."



*Thermax's Rajan Nair and Shyam Bhutada with the Mitr Phol team: customer confidence*

**I**n March 2011, The B&H Services team handed over a successfully retrofitted boiler to Malaysia LNG (MLNG) Sdn Bhd as part of a rejuvenation project. Mitsubishi-CE had installed nine high pressure natural circulation water tube boilers in 1980, each with a steam generation capacity of 380 TPH at MLNG, a subsidiary of Malaysia's national oil company, Petronas. The Thermax team conducted a comprehensive engineering study to assess the bottlenecks and scope of work. Satisfied with the analysis, MLNG awarded a rejuvenation contract to restore one boiler and enhance its efficiency.

After renovation and modernisation, the 25 year old boiler generates steam at 92% efficiency and 418 TPH at peak load. Thanks to the new economizer modules, NOx burners and replaced superheaters, flue gas emissions now meet international standards.

Dinshaw Contractor, Manas Sarkar, Vikas Doiphode, J. David and C. Balaji, with the client's O&M team steamed the boiler in forty days.

How to  
**steam a boiler**  
in **40 days**



*Boiler retrofit in Malaysia: enhancing efficiency*



## A well deserved break



*Thermax team outings: fun and games*

The Thermax Engineering Construction Co. (TECC) team took time off from their busy schedules to drive down to Diveagar, a beachside village along the Konkan coast. They played cricket, sang around a campfire and relaxed at the beach.

Power teams across India converged at Pune in February for the annual enquiry review. This was followed by two days of trekking through hilly and rocky terrain and group tasks at Garud Machi near Mulshi. The C&H Services team celebrated the achievement of their annual targets in Goa.



The three day outing included a business conference, stage performances, games and sight seeing.

## Laurels for Thermax Installation

A Thermax boiler at Sri Chamundeswari Sugars Limited was commended for its efficiency and given the 'best fuel efficient power boiler' by the Government of Karnataka. The 135 TPH bagasse and coal fired boiler in Mysore has been operating efficiently since its commissioning in March 2008 by the B&H group. The Karnataka State Safety Institute and Director of Boiler, Industrial Safety and Health presented the safety award during the 40th National Safety week in March.





## A new Thermax address at Hyderabad

**T**hermax's new Hyderabad office was recently inaugurated at Hitech City.

S. Ramachandran, the Head for Chemical and Water business ; V. Satyanataraj, the Chief of Southern region, and Thermax channel associates joined the 40 office staff and service engineers to celebrate the new beginning.

Spread across 3,500 sq. mts., the



new office is 25 km from the airport and 1.5 km from Hitech City railway station.

The team welcomes you to drop by whenever you're in this City of Pearls.

**Hyderabad office: new beginning**

## Felicitating top scorers of Board exams



**T**he children of Thermax employees who scored more than 90% at the 10th and 12th standard Board exams were felicitated by M S Unnikrishnan. But before they accepted their gift cheques at the event, they were put to a test - a pop quiz. The students rose to the challenge to prove that as all rounders, they were keenly informed about the world



**Proud parents and young achievers: beyond text books**

beyond their text books. Their beaming parents also showcased their general knowledge skills. The young achievers shared studying tips and emphasised the importance of hobbies as stress busters. *Fireside* wishes them, and all the other students who appeared for the Board exams, the very best in their future academic pursuits.



## Chemical gold medalist, Ekta

**E**кта Jain, a Thermax graduate engineer trainee from Chemical division was awarded a gold medal by the Vice-Chancellor of Rashtrasant Tukadoji Maharaj Nagpur University. Ekta secured the first rank in Chemical engineering with an aggregate of 81.62% and also won the best outgoing student award at the university level. An accomplished singer, she has performed at various stage shows.

## Project engineer, Vaibhav

**V**aibhav Inamdar was awarded a certificate and trophy for securing the highest marks in the post graduate programme in Project Engineering and Management at NICMAR in March 2011. Vaibhav, a BE Mechanical engineering student, has been working with B&H projects since July 2010.



## Best president, Sethi

**B**MK Sethi was presented Rotary's Best President of the District award for 2010-11. As president of Rotary club of Pune sports city, his accomplishments include raising more than \$50,000 for the foundation, collecting 845 units of blood at donation drives, completing 45 social projects and coordinating the largest fund collection for polio eradication.



## Deepak upgrades skills

**D**eepak Kulkarni of B&H recently received a post graduate diploma in piping design and engineering from the Maharashtra Institute of Technology, Pune. He also completed an online executive development programme on six sigma at IIT Delhi's Department of Management Studies. Deepak joined Thermax as a graduate engineer trainee in 2007.



LIMELIGHT

## Certified energy auditors

Seven Thermax employees have passed the Certified Energy Auditors and Managers Examination, conducted by the Government of India's Bureau of Energy Efficiency (BEE).

They are Umesh Shinde (Power), Narayan Korde (C&H Services), R Venkatesh (C&H Services), Pragati Rathore (Cooling), Tanveer Ahmad (Solar C&H Growth Unit), Prasanna Hiwase (C&H Services) and Rakesh Vangara (Solar Cooling & Heating).



## Mr. and Mrs. Gunjal have a master's degree

Harshal Gunjal from WWS completed his M Tech Environmental engineering from Dr. Babasaheb Ambedkar Technological University. He underwent industrial training on the Thermax Bioenergen project as part of his M.Tech. curriculum. His wife, Sneha, secured a gold medal in the same stream at the same university and recently joined Thermax as a proposal engineer in Chemical and Water Services.



## Hemlata obtains her master's degree

Hemlata, wife of Sandip Ohal from C&H Services, obtained her Masters degree in Information Technology with first class from the University of Pune. She is a senior lecturer in MIT Polytechnic, Pune. Hemlata has authored four books for diploma engineering, presented papers at national and international conferences, and published a paper at a digital library of global research articles.

# Farming Ostriches

Originally delivered as a keynote address to the American Society of Newspaper Editors in 1996, in this excerpt from *Step Across This Line*, his collected non-fiction, Salman Rushdie finds essential parallels between writers of literary fiction and newspaper journalists in the age of electronic media. Even as extremists threaten free speech and undermine the power of criticism, Rushdie, writing under the shadow of a religious fatwa, asks journalists to create and maintain a vision of a free society, "full of radical disagreement."

SIGNPOSTS

I was wondering what I might usefully and interestingly say to you today – wondering what, if any, common

ground might be occupied by novelists and journalists – when my eye fell upon the following brief text in a British national daily: "In yesterday's *Independent* we stated that Sir Andrew Lloyd Webber is farming ostriches. He is not."

One can only guess at the brouhaha concealed beneath these admirably laconic sentences: the human distress, the protests.

As you know, Britain has been going through a period of what one might call heightened livestock insecurity of late. As well as the mentally challenged cattle herds, there has been the alarming case of the great ostrich-farming bubble, or swindle. In these overheated times, a man who is not an ostrich farmer, when accused of being one, will not take the allegation lightly. He may even feel that his reputation has been slighted.

Plainly, it was quite wrong of *The Independent* to suggest



**Now that the broadcasting media fulfill the function of being first with the news, newspapers, like novels, have entered the realm of the imagination. They both provide versions of the world.**

that Sir Andrew Lloyd Webber was actually breeding ostriches. He is of course a celebrated exporter of musical turkeys. But if we agree for a moment to permit the supposedly covert and allegedly fraudulent farming of ostriches to stand as a metaphor for all the world's supposedly covert and allegedly fraudulent activities, then must we not also agree that it is vital that these ostrich farmers be identified, named, and brought to account for their activities? Is this not at the very heart of the project of a free press? And might there not be occasions on which every editor in this room would be prepared to go with such a story – one might call it Ostrichgate – on the basis of less-than-solid evidence, in the national interest?

I am arriving by degrees at my point: which is that the great issue facing writers both of journalism and of novels is that of determining, and then publishing, the truth. For the ultimate goal of both factual and fictional writing is the truth, however paradoxical that may sound. And truth is slippery, and hard to establish. Mistakes, as in the Lloyd Webber case, can be made. And if truth can set you free, it can also land you in hot water. Fine as the word sounds, truth is all too often unpalatable, awkward, unorthodox. The armies of received ideas are marshaled against it. The legions of all those who stand to profit by useful untruths will march against it. Yet it must, if at all possible, be told.

But, it may be objected, can there really be said to be any connection between the truth of the news and of the world of the imagination? In the world of facts, either a man is an ostrich farmer or he is not. In fiction's universe, he may be fifteen contradictory things at once.

Let me attempt an answer.

The word "novel" derives from the Latin word for new; in French, nouvelles are both stories and news reports. A hundred years ago, people read novels, among other things, for information. From Dickens's *Nicholas Nickleby*, British readers got shocking information about poor schools like Dotheboys Hall, and such schools were subsequently abolished. *Uncle Tom's Cabin*, *Huckleberry Finn*, and *Moby-Dick* are all, in this newsy sense, information-heavy.

So: until the advent of the television age, literature shared with print journalism the task of telling people things they didn't know. This is no longer the case, for either literature or print journalism. Those who read newspapers and novels now get their primary information about the world from the TV, Internet, and radio. There are exceptions: the success of that lively novel *Primary Colors* shows that novels can just occasionally still lift the lid on a hidden world more effectively than reporting; and of course the broadcast news is highly selective, and newspapers provide far greater breadth and depth of coverage. But many people now read newspapers, I suggest, *to read the news about the news*. We read for opinion, attitude, spin. We read not for raw data, not for Gradgrind's "facts, facts, facts," but to get a "take" on the news that we like. Now that the broadcasting media fulfill the function of being first with the news, newspapers, like novels, have entered the realm of the imagination. They both provide versions of the world.

Perhaps this is clearer in a country like Britain, with its primarily national press, than in the United States, where the great ho

**A free society is not a calm and eventless place – that is the kind of static, dead society dictators try to create. Free societies are dynamic, noisy, turbulent, and full of radical disagreements. Skepticism and freedom are indissolubly linked.**

proliferation of local papers allows print journalism to provide the additional service of answering to local concerns and adopting local characteristics. The successful quality papers in Britain – among dailies, *The Guardian*, *Times*, *Telegraph*, and *Financial Times* – are successful because they have clear pictures of who their readers are and how to talk to them. (The languishing *Independent* once did, but appears latterly to have lost its way.) They are successful because they share, with their readers, a vision of British society and of the world.

The news has become a matter of opinion. And this puts a newspaper editor in a position not at all dissimilar from that of a novelist. It is for the novelist to create, communicate, and sustain over time a personal and coherent vision of the world that entertains, interests, stimulates, provokes, and nourishes his readers. It is for the newspaper editor to do very much the same thing with the pages at his disposal. In that specialized sense – and let me emphasize that I mean this as a compliment! – we are all in the fiction business now.

Sometimes, of course, the news in newspapers seems fictive in a less complimentary sense. Over Easter, a leading British Sunday newspaper ran a front-page lead story announcing the discovery of the tomb indeed, of the very bones – of Jesus Christ himself; a discovery, as the newspaper was quick to point out, with profound significance for the Christian religion, whose adherents were, at that very moment, celebrating Jesus's physical ascension into heaven, presumably accompanied by his bones. Not only Jesus but Joseph, Mary, someone called Mary II (presumably Magdalene), and even a certain Judah, son

of Jesus, had been discovered, banner headlines proclaimed. A long way down the article – far further than most readers would have read – it was revealed that *the only evidence* that this was indeed the family of Jesus was the simple coincidence of names, which, the journalist admitted, were among the most common names of the period. Nevertheless, she insisted, the mind could not resist the speculation. . .

Such nonsense has perhaps always been a part of newspapers' entertainment value. But the spirit of fiction permeates the press in other ways as well.

One of the more extraordinary truths about the soap opera that is the British Royal Family is that to a large extent the leading figures have had their characters invented for them by the British press. And such is the power of the fiction that the flesh-and-blood Royals have become more and more like their print personae, unable to escape the fiction of their imaginary lives.

The creation of "characters" is, in fact, rapidly becoming an essential part of print journalism's stock-in-trade. Never have personality profiles and people columns – never has *gossip* – occupied as much of a newspaper's space as they now do. The word "profile" is apt. In a profile, the subject is never confronted head-on but receives a sidelong glance. A profile is flat arid two-dimensional. It is an outline. Yet the images created in these curious texts (often with their subjects' collusion) are extraordinarily potent – it can be next to impossible for the actual person to alter, through his own words and deeds, the impressions they create – and, thanks to the mighty Clippings File, they are also self-perpetuating.

**Newspaper editors, like novelists, need to create, impart, and maintain a vision of society. In any vision of a free society, the value of free speech must rank the highest, for that is the freedom without which all the other freedoms would fail.**

A novelist, if he is talented and lucky, may in the course of a lifetime's work offer up one or two characters who enter the exclusive pantheon of the unforgettens. A novelist's characters hope for immortality; a profile journalist's, perhaps, for celebrity. We worship, these days, not images but Image itself: and any man or woman who strays into the public gaze becomes a potential sacrifice in that temple. Often, I repeat, a willing sacrifice, willingly drinking the poisoned chalice of Fame. But for many people, including myself, the experience of being profiled is perhaps closest to what it must feel like to be used as a writer's raw material, what it must feel like to be turned into a fictional character, to have one's feelings and actions, one's relationships and vicissitudes, transformed, by writing, into something subtly – or unsubtly – different. To see ourselves mutated into someone we do not recognize. For a novelist to be thus rewritten is, I recognize, a case of the biter bit. Fair enough. Nevertheless, something about the process feels faintly-and, I stress, *faintly* – improper.

In Britain, intrusions into the private lives of public figures have prompted calls from certain quarters for the protection of privacy laws. It is true that in France, where such laws exist, the illegitimate daughter of the late President Mitterrand was able to grow up unmolested by the press; but where the powerful can hide behind the law, might not a good deal of covert ostrich farming go undetected? I'm still against laws that curtail the investigative freedoms of the press. But, speaking as someone who has had the uncommon experience of becoming, for a time, a hot news story – or, as my friend Martin Amis put it, "vanishing into the front

page" – it would be dishonest to deny that when my family and I have been the target of press intrusions and distortions, my principles have been sorely strained.

Still, my overwhelming feelings about the press are ones of gratitude. No writer could have wished for a more generous response to his work – or for fairer, more civil profiles! – than I have received in America and around the world-this year. And in the long unfolding of the so-called Rushdie affair, American newspapers have been of great importance in keeping the issues alive, ensuring that readers have kept sight of the essential points of principle involved, and even pressuring America's leaders to speak out and act. But there is more than that to thank you for. I said earlier that newspaper editors, like novelists, need to create, impart, and maintain a vision of society. In any vision of a free society, the value of free speech must rank the highest, for that is the freedom without which all the other freedoms would fail. Journalists do more than most of us to protect those values; for the exercise of freedom is freedom's best defense, and that is something you all do, every day.

However, we live in an increasingly censorious age. By this I mean that the broad, indeed international, acceptance of First Amendment principles is being steadily eroded. Many special-interest groups, claiming the moral high ground, now demand the protection of the censor. Political correctness and the rise of the religious right provide the procensorship lobby with further cohorts. I would like to say a little about just one of the weapons of this resurgent lobby, a weapon used, interestingly, by everyone from anti-pornography feminists to religious



**Religious extremists, these days, demand respect for their attitudes with growing stridency. When criticism is placed off limits as "disrespectful," and therefore offensive, something strange is happening to the concept of respect.**

fundamentalists: I mean the concept of "respect."

On the surface, "respect" is one of those ideas nobody's against. Like a good warm coat in winter, like applause, like ketchup on your fries, everybody wants some of that... But what we used to mean by respect – a mixture of good-hearted consideration and serious attention – has little to do with the new ideological usage of the word.

Religious extremists, these days, demand *respect* for their attitudes with growing stridency. Very few people would object to the idea that people's rights to religious belief must be respected. After all, the First Amendment defends those rights as unequivocally as it defends free speech. But now we are asked to agree that to dissent from those beliefs – to hold that they are suspect, or antiquated, or wrong; that, in fact, they are *arguable* – is incompatible with the idea of respect. When criticism is placed off limits as "disrespectful," and therefore offensive, something strange is happening to the concept of respect. Yet in recent times both the American National Endowment for the Arts and the very British BBC have announced that they will use this new version of "respect" as a touchstone for their funding decisions.

Other minority groups – racial, sexual, social – have also demanded that they be accorded this new form of respect. To "respect" Louis Farrakhan, we must understand, is simply to agree with him. To "diss" him is, equally simply, to disagree. But if dissent is also to be

thought a form of "dissing," then we have indeed succumbed to the Thought Police. I want to suggest to you that citizens of free societies, democracies, do not preserve their freedom by pussyfooting around their fellow citizens' opinions, even their most cherished beliefs. In free societies, you must have the free play of ideas. There must be argument, and it must be impassioned and untrammelled. A free society is not a calm and eventless place – that is the kind of static, dead society dictators try to create. Free societies are dynamic, noisy, turbulent, and full of radical disagreements. Skepticism and freedom are indissolubly linked; and it is the skepticism of journalists, their show-me, prove-it unwillingness to be impressed, that is perhaps their most important contribution to the freedom of the free world. It is the *disrespect* of journalists – for power, for orthodoxies, for party lines, for ideologies, for vanity, for arrogance, for folly, for pretension, for corruption, for stupidity, maybe even for editors – that I would like to celebrate this morning, and that I urge you all, in freedom's name, to preserve.

– Excerpted from  
Salman Rushdie's  
Step Across This Line,  
Collected Non Fiction,  
1992-2002'

# MY TWO YEARS WITH TEACH FOR INDIA

It was during my induction programme at Thermax, that I attended a presentation about Teach for India (TFI) by Shaheen Mistry, its CEO. Since my childhood I have wanted to do some kind of social work but during my student days there had been no clear idea of how or where to start. Listening to Shaheen, I thought I could begin here.

I was only 9 months old in the company and some of my friends advised me not to damage my career by making such choices. However, if I got selected, Thermax was ready to sponsor and after two years I could get back to my job. I felt there was nothing to lose and I applied for the program.

There was also another reason. Coming from a government aided school in Andhra, at the Engineering College I studied with students from different schools from several regions. I found a clear cut difference between the students from private schools and those like me. They were better trained, especially in soft skills. It took some time for us to learn those skills. I realised that teachers can really make a difference in the lives of students. Maybe I could do something for young students in schools that weren't rich or privileged.

After a rigorous selection process I was selected. I happily accepted the offer and became a TFI Fellow. Four of us from TFI were posted in a Pune Municipal Corporation school in Yerwada for two years.

In my first year at school, teaching 2nd standard students English and Math, everything was new and tough. Soon I realised that though sent as a teacher, I had a lot to learn – planning my classes in detail, winning the trust of children, gaining the confidence of the regular teachers of the school. Apart from the challenges inside the class, in our school it was tough to deal with the administration. Everyday something unexpected happened and it took some time for me to get used to it.

Though the first year was discouraging, the good things that happened in the classroom

kept my passion to teach alive.

Anything that told us about the progress of our students made us happy. Saurabh, one of students came from an orphanage. Even in the English class he used to speak only in Marathi. One day in class, he came to me and showing something in his notebook he asked me “Bhaiya, what is this?” his first sentence in English. I was on cloud nine that day.

There was Mrunali, another student in my new class during the second year of my fellowship. She was eager to learn. At the beginning of the year, she was just about average in academics. As the year progressed, she worked hard. By the end of the year, she met all the targets that were set in English and Maths and became fluent in English. During my second year, with improved planning and increasing confidence I was able to contribute better and the work became more enjoyable.

Though there had been difficulties, these two years with TFI were very fulfilling. I learned some very valuable lessons in personal leadership. The insights and experience I gained will surely make me a better professional.

I am asked whether two years in a municipal school will make any difference. My answer is each of us can bring about some change around us and I am not the only one. There won't be any magic, but change can and will happen only over a period of time. I would recommend TFI to other young people. It won't be an easy life, but the things which we learn in two years can't be taught in a better way and by a better teacher, that is our own experience.

Back in Thermax, after my two year stint, I am missing my students a lot. Last week, I went to my school and met them. They too were happy to see me again. Will I go back to the social sector again? Some day, I would like to take up this part of my life again because there cannot be many opportunities that will give me better satisfaction.

## VOICES

**Ravikiran Jasti**  
Boiler & Heater



This is for book buffs, that's if they are not yet extinct, and for many of those readers who fear that books may go out of fashion.

My early initiation into serious reading happened because of my dear school friend K.C., a bohemian in the true sense of the word. He was a voracious reader and it was a pleasure to listen to him talk about books and writers. Here, I am not referring to the early days of Enid Blyton or P.G. Wodehouse, books that created in many of us the hunger for reading. It was in my teens, under K.C.'s influence, I began reading different kinds of books. Then, classics depicting the oppressed of a race or the underprivileged in a country and their struggles moved me immensely. I read Aldous Huxley's *Doors of Perception* and *Heaven and Hell*; and Arthur Miller's *Death of a Salesman*.

Once I began my job in an engineering company, customers and daily routine took up much of my time. As a salesman you were taught to listen, break the impact of your "no" with a "yes, but" and make "eye contact" with your customers. Working with other people you also learned to create friendship and trust. In the middle of all this, reading became a harmless sleeping pill.

Today, we are in the world of electronic mails and touch screens, and should you be working for an MNC, your neighbour in the adjacent cubicle may get to know you via mail routed through a server in California.

What's all this got to do with a reading habit? Well, in an ever changing world, reading also has changed. For many, screens have replaced pages. However, in the middle of such change, I recently discovered that one could still retain old habits, and yet don't have to be left behind.

I came across Amazon's Kindle e-Reader when I travelled to the US. It's a lightweight device which you can hold in your hand and carry anywhere. It can store about 3500 books of your choice. Imagine the convenience if you have to pack three medium sized books when you go on a holiday. And it gives the chronically indecisive, freedom to carry everything and decide later, what to read. With Amazon's

free 3G network, Whisper Net, in over 200 countries (it works in my part of Pune too), you can search the Kindle bookstore online. They have 900,000 titles and you can download the book of your choice in less than a minute and start reading it. I have become a delighted customer.

The device costs \$189 (Rs. 8500) and books are priced from \$0.99 to \$35, with average prices around \$9 (Rs.400) which is what you would pay for a paperback in India. A large collection of classics right from Dostoevsky and Tolstoy to Dickens and Jules Verne can be downloaded free. For the devout, there is the Bible too.

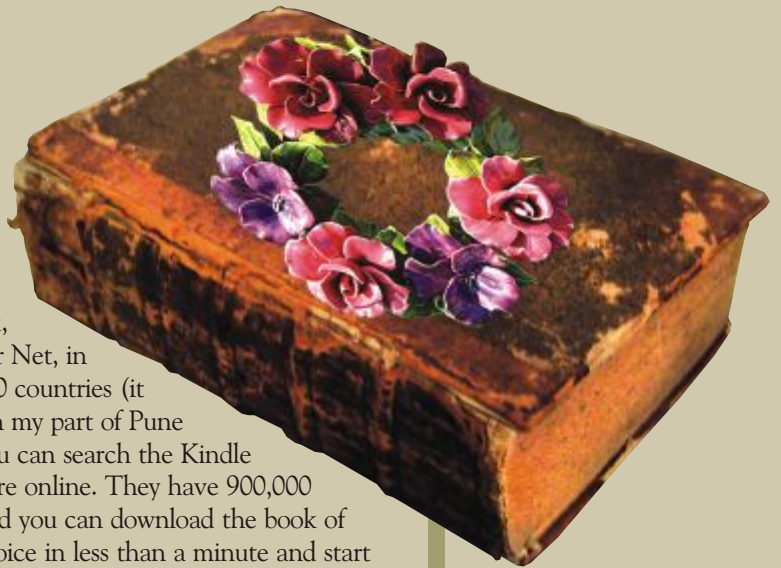
You can add bookmarks, change the font size and view the book, portrait or landscape format. Instead of scrolling, the buttons on the sides of the screen can make the pages appear. Its non-light emitting display based on a unique technology helps you read in broad daylight or under a lamp at night with no strain whatsoever on your eyes.

The Reader comes preloaded with two dictionaries for you to search meanings of words. While reading any book, all you have to do is move the cursor to any word and the meanings and synonyms are displayed.

Now, let us get practical. Do you have doting cousins or uncles who want to buy you something on your birthday? A sis who thinks you look great in an orange T-Shirt? Tell them to log on to amazon.com, and buy you a Kindle gift card, which will be mailed to you and you have to credit the same to your registered Kindle account.

In the Internet jungle, imagine a world without creepy networking sites, boring video clips and idiotic people who update their profiles every day and want you to view their photos.

All you have to do is to slide start your Kindle, key in your password and you are all set to transport your consciousness into your own collection of books.



Books  
may be  
dying,  
long live  
reading



**L. Venkateswaran**  
Power O&M





## Donating the gift of sight

**R**ently, thanks to my father, I experienced what it meant to give. In life, as in death, he taught me that the joy of giving is life's greatest virtue.

My father passed away in April 2011 at the age of 80. He was ailing from Parkinson's disease for the past 15 years but when his health deteriorated in his last six months, he became completely dependent on us. Appa was the only earning member in the family and he had worked as a Post Master. He wasn't highly educated but like many fathers, imagined a better life for his children. He was a regular member of the local library and instilled the habit of reading in us. Appa ensured that even with our moderate means, we enjoyed a full life. Studies, picnics, travelling, art, literature and music always found place in our schedules.

Although my father belonged to a middle class background, he had the generosity of a saint. Ever since I can remember, my brothers and I have been taught to live a life of simplicity, humility and service. As his health worsened, he told the family that he wished to donate his body to medical science after his death. When death came peacefully, we were a little apprehensive about honouring his last wish. I had heard of many unfortunate experiences of eye and body donation like delay in formalities, no proper certification and inefficient staff. After discussion among the family, we decided to donate his eyes.

We called 'Venumadhav Netrapedhi,' the eye bank facility of Deenanath Mangeshkar Hospital, Pune. Dr. Neha and her assistant reached our house within half an hour. They completed the signing formalities in ten minutes and had removed the cornea in less than half an hour. I was afraid that my dear Appa would look disfigured after the surgery. Surprisingly, he looked as peaceful as before,

perhaps in the mysterious knowledge that this quiet deed would give another person the gift of vision.

Family, friends and relatives did not seem surprised when they heard about Appa's donation. Knowing his selflessness, they probably expected this from him.

Many people choose not to donate out of lack of adequate information, fear or superstition. This procedure, called corneal transplantation or corneal grafting, is surgically done where a damaged or diseased cornea is replaced by corneal tissue or graft that is donated. The cornea is the transparent front part of the eye that covers the iris, pupil and anterior chamber. The graft needs to be removed within four hours of the donor's demise. The deceased individual should have no known disease that may affect the health of the recipient. The surgical procedure is performed by ophthalmologists.

There is a famous line, "Ask not what your nation can do for you; ask what you can do for your nation." I think this sense of service applies to society too. We often complain that we never have enough of things. But if we look outside our homes, there are lakhs who have nothing at all. Even with a little, there is much that we can do.

I have become more aware of the gift of my vision because of this experience. When I think of how handicapped I feel during power cuts in the late evening, I have more appreciation for the blind. I understand that there are lakhs of people waiting for eye donors. I can only imagine how drastically their life will change. My family feels blessed that although we have lost our father, it is comforting to know that something of him lives through someone else.

**Leenata Sane**  
Power Division





## Speeding down the misinformation highway

A friend, recently sent me an email titled, 'Creatures found after Japan's tsunami'. It had visuals of exotic sea fauna and the brief text claimed that these never-before-studied deep sea creatures were washed ashore after the tsunami. Yes, the story had potential to be made into a disaster flick. But was it authentic information? There was no mention of such a happening in the natural science pages of reputed news sites. I googled the title of the mail+hoax. The results appeared among websites that bust internet myths. The mail turned out to be yet another hoax, an urban legend taking us on a jolly misinformation ride.

When you received a mail about Ericsson giving away free laptop computers, did you eagerly forward the message to eight other people? Did you secretly hope that the company would ask for a shipping address? Are you disappointed you haven't heard from them yet?

The internet revolution has given us information we never believed could be freely accessible at the same time. From learning a new craft to researching the cause of a nagging ulcer, knowledge is but a click away. Yet, unhindered access has eroded our sense of judgment, our ability to discern between truth and falsehood. Check out this ironic line, "The greatest thing about the net is that you can quote something and just totally make up the source, said Benjamin Franklin." And Franklin was already dead in 1790!

We've forwarded religious chain letters hoping for blessings, when sometimes the simplest route is doing a kind deed for someone. We've hurriedly warned friends about cancerous toxins in bottles left in cars, the ability of onions to absorb the flu virus, HIV infected needles in dark cinema halls and lead in lipsticks. I fell for this last one when I rubbed my wedding ring on the lipstick smear and saw it turn black. It took me a while to figure that any metal rubbed on wax leads to a darkened effect.

From email petitions to chain letters, we quickly direct them to our mailing list. Of course, we assume they're true and when a free Blackberry or Bill Gates' fortune is included, isn't it a lottery deal for all? My mother calls up once in a while to ask, "I got an email about a rich widow who wants to transfer some money for safe keeping. I shouldn't reply, na?"

It is time we realized the shell shaped house in Bandra doesn't belong to Sachin Tendulkar or to any other celebrity. Entering your PIN in reverse when accosted by thieves at an ATM won't alert the police. In the vast media expanse of the internet, a healthy dose of our innate commonsense and judgement can help us stay clear of bogus trivia.

What induces us to give in to elaborate internet hoaxes? Since we read and use a computer, we're educated. That takes care of the illiteracy bit. We understand the stories we read. That rules out ignorance. We're logical, thinking people. Great! That means we don't irrationally believe the absurd. Or do we?

Of all the hoaxes that find their way to my inbox, the worst are those that play on people's emotions and breed hatred. With people we know, shouldn't we question what good could come from forwarding a hate-mail against a politician, community or country?

On doctored photographs, a widely circulated picture taken by NASA called The Eye of God was supposed to be a once-in-3000-years event. In reality, the compelling picture is a composite image of the Helix Nebula taken from the Hubble telescope and others from an earth-based observatory. Why would someone make up a nonsensical explanation when amazing natural phenomena virtually speak for themselves?

As for the washed up strange sea creatures, my research says that they were taken by an Australian scientific voyage to explore the vulnerability of deep sea habitats in the Tasman Sea. How difficult would it be to rubbish these research claims and concoct a more sinister and million grosser screenplay? Something tells me "Monsters from the Deep" is coming soon to a theatre near you.

**Natasha Rodricks-Naidu**  
Corporate Communications



## R U Hungry?

It might seem inconceivable that people with no access to food would own cell phones, but as prices fall and phone ownership becomes more of a necessity of modern life, it's not as unheard of as one might think. There are more than 379 million cell-phone users as of 2009 in Africa, the world's poorest continent. This may be a sad reflection on the modern world, but it also provides aid agencies with a rare opportunity to help those in need.

In 2007, the U.N. World Food Program (WFP) began experimenting with cell-phone-based aid when it sent around 10,000 text messages to Iraqi refugees living in Syria, alerting them to a new food distribution program. In 2009, the WFP began a pilot program to deliver vouchers for food aid via cell phone to refugees living in Damascus. Surprisingly, though many families had difficulty keeping food on the table, the WFP reported that nearly all of the 130,000 refugees receiving food aid from the broader program owned a cell phone.

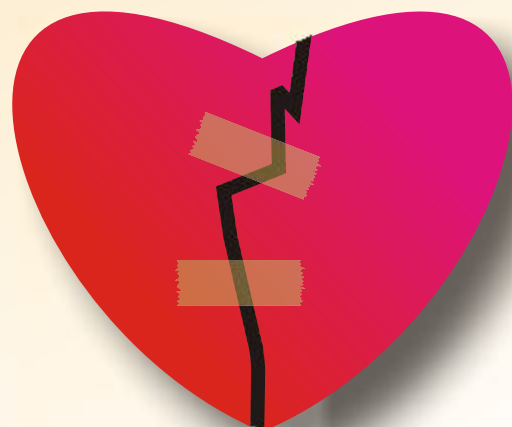
— From 'Foreign Policy'

### ...And this Poster

I have  
a Green  
Car



Well, at least a  
Green bumper sticker



## How to mend a broken heart

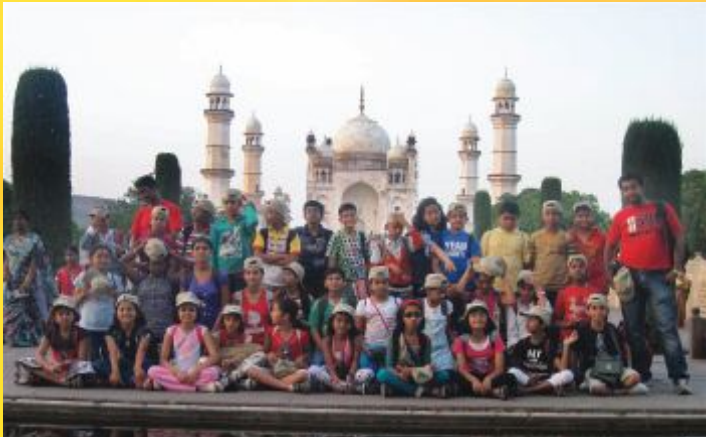
Have you kept little mementos to remember your old romances? Maybe a love letter, a lock of hair...an artificial leg? The Museum of Broken Relationships in Croatia displays strange exhibits donated to illustrate what happens when a love affair ends. Artists Olinka Vistica and Drazen Grubisic opened the museum when their own romance broke up and they decided to exhibit the remains.

More than 300 items were donated to the travelling museum by people in New York, Brazil, Berlin, Belgrade, Stockholm, Tokyo, South Africa and the Philippines. One woman gave the axe she used to chop up all her lover's furniture after she was dumped for another woman. A landmine victim donated his artificial leg as a tribute to the hospital romance he shared with a nurse before the couple drifted apart. There is an unopened Champagne bottle bought for a first anniversary that never happened as well as photographs, fluffy handcuffs, garters, T shirts, smashed mirrors, a glass horse, an 'I Love You' teddy bear and a bike. Now, back in Croatia after the world tour, each item in the exhibition has a note from the contributor saying what it means to (him or her)...

— From Longread.com

# Snapshots from a SUMMER HOLIDAY

The annual Bhathena summer camps, as usual, were a treat for both the children as well as spouses of our employees. They tried their hand at magic, designed electrical circuits for games and polished their digital photography skills. There were also history lessons inside Ajanta caves, camping in Panchgani, white water rafting at Kundalika and spotting tigers at the Bhedaghat Tiger Reserve. Creating lots of stories to narrate when schools reopened.



# FOSTERING AN ECOSYSTEM FOR INNOVATION

Thinking beyond the rituals of an annual event marked Technology Day Celebrations this year. While the best ideas implemented in divisions were awarded, an open house encouraged employees to forecast Thermax's technological future. A quiz conducted online and live, and an emblem designing contest invited more employee participation.

R.K. Shevgaonkar, Vice-Chancellor of Pune University was the chief guest at the valedictory session. Priyadarshini Karve from Appropriate Rural Technology Institute (ARTI) presented a different approach to decentralised renewable energy solutions for urban dwellers.

May 11 gathered the strands of green thinking for nurturing an eco-system for innovations.

