



Sands of Time

Newsletter of Tata Central Archives

VOLUME IV, Issue 3&4

July & October 2005

FROM RAIL TO ROAD /// THE STORY OF TATA MOTORS

Anniversaries are always an apt time for reflection into the past. On completion of 60 years of Tata Motors Limited, Tata Central Archives organised an exhibition "From Rail to Road ///", that takes you on an eventful journey exploring the evolution and growth of a company that started with the production of armoured vehicles and steam locomotives.



Mr. Ravi Kant, Managing Director, Tata Motors Limited, inaugurating the exhibition. Also seen in the picture are Mr. T. R. Doongaji on Mr. Ravi Kant's right and Mr. H. Raghunath on his left.

Mr. Ravi Kant, Managing Director, Tata Motors Limited inaugurated the exhibition on October 17, 2005 in the presence of a distinguished gathering.

Mr. H. Raghunath welcoming the audience.



Mr. H. Raghunath, Chief Archivist welcomed those present on the occasion.

Mr. Raghunath said that the idea of celebrating the diamond jubilee of Tata Motors was conceived during the drafting of the Annual Business Plan of the Archives in January 2005.

Paying tribute to Mr. Sumant Moolgaokar, the Architect of Tata Motors, Mr. Raghunath said: "He spear-headed the company and built Tata Motors into an organisation capable of competing with the world's best in terms of products, process and technology and in terms people. The exhibition is a tribute to him."

Mr. T. R. Doongaji, Managing Director, Tata Services Limited, then addressing the gathering recalled, "It



Mr. T. R. Doongaji addressing the gathering.

was for about eight years, that I reported to Mr. Moolgaokar every single day. He was also the Vice-Chairman of Tata Steel. The Growth Shop in Jamshedpur is his creation."

In this Issue

FROM RAIL TO ROAD /// THE STORY OF TATA MOTORS	1
SUMANT MOOLGAOKAR	3
AN INTERSTING ANECDOTE	5
STUDENTS OF BUSINESS SCHOOLS VISIT ARCHIVES	5
BENEFACTORS OF VISVA-BHARATI	7
A CLEAR ADVANTAGE	9
SIR NOWROJI SAKLATVALA	11
SHABASH AND THANK YOU	13
THE NEVER ENDING STORY	15
LASTING IMPRESSIONS	16

FROM RAIL TO ROAD...



Mr. Ravi Kant going round the exhibition accompanied by Mr. T. R. Doongaji and Mr. H. Ragahunath.

"There is a tendency in our country to believe that the establishment of new industries requires little more than the provision of the necessary buildings, plant and equipment, and to criticise the lack of immediate results... Enterprises such as ours are not, however, made up merely of buildings and machines... Productivity and efficiency can be achieved only step by step with sustained hard work, relentless attention to details and insistence on the highest standards of quality and performance."

J. R. D. Tata

This is really interesting.



Mr. Doongaji then highlighted the achievements of Mr. Ravi Kant. "He (Mr. Ravi Kant) sits in the north-eastern corner of Bombay House, the exact location where Mr. Moolagokar used to sit. I am sure that his great spirit is going to guide him, and through him, Tata Motors, to further achievements in the years to come."

Mr. Doongaji then shared two anecdotes with the audience. "There was a time," he said, "when the chassis of Tata Motors used to command a 100% premium. That 100% premium the dealer pocketed. A few shareholders went to Mr. Moolgaokar and said that this is the price that can be borne by the market why don't you raise the price. Mr. Moolgaokar replied that in Tatas we are different. We are here to make profit we are not here to profiteer."

Mr. Moolagokar's favourite word was productivity. He recounted his words: "Profits should come from productivity and not from raising prices in a favourable market. Our greatest asset is customer affection." It is this affection, which sustained the first Indica and gave us time to build the future improved models."

The other story Mr. Doongaji related is the one Mr. Arun Maira, wrote in the Economic Times. Mr. Maira was the Managing Director of Tatab in Malaysia in the 1970s. At that time the Malaysian Prince owned Tatab in which Tata Motors had only a small stake. The company was not doing well and the international banker who had put a lot of money wanted to recall the money. Since Tatas were involved in the venture the banker came and met Mr. Moolgaokar, and requested him to run the company. Mr. Moolagokar agreed. A bank guarantee was also requested for from Tatas. In those days due to foreign exchange regulations you were not permitted to give bank guarantees. Mr. Moolgaokar gave a simple letter and

said that we will do our best and turn the company around faster than you think. The banker, though not very happy, took the letter to Deutsche Bank. The Deutsche Bank people told him that a letter of assurance on a Tata letterhead signed by the Chairman was far superior to any bank guarantee."

In conclusion, Mr. Doongaji mentioned that the story of Tatas will continue and new generations will be sculpting a new company. We will be writing new chapters in the history of Tata Motors as the company inches and races forward to its own century 40 years from now, that is in 2045.

Mr. Ravi Kant expressed that it was indeed a great honour to be here today. "It is a privilege to be associated with Tata Motors and one



Mr. Ravi Kant addressing the audience.

sees a heavy burden of responsibility. With great humility we follow in the footsteps of the great visionaries like J. R. D. Tata or Sumant Moolgaokar. To have that kind of vision, so many years ago, to create the facilities that are still good, although the production may have grown ten times, and still continuing from those locations, and scope for making more is really a great tribute to the vision

Continued on Page 6

SUMANT MOOLGAOKAR

Sumant Moolgaokar was born in Bombay on March 5, 1906. He took his B.Sc. (Hons.) Degree in Engineering from the City and Guilds (Imperial College), London, in 1929.

He began his career in the cement industry as an engineer in the C.P. Cement Works in 1930 and joined the Associated Cement Companies



Sumant Moolgaokar with his wife Leela.

Limited on its formation in 1938. During the World War II, he undertook the production of heavy cement machinery in a factory set up for the purpose at Shahabad in Hyderabad State.

In 1932 his marriage was arranged with 15 year old Leela. The Moolgaokars had four children.



J. R. D. Tata with Sumant Moolgaokar.

"How long will you go on making glue to stick bricks with?" had been J.R.D. Tata's provocative question to Mr. Moolgaokar way back in 1943. Mr. Moolgaokar's first encounter with J.R.D. Tata was when the two of them travelled together on an industrial mission to Europe. He however, continued with ACC until 1947 when he joined TELCO at J.R.D. Tata's behest.

He was appointed a Director of Tata Industries and A.C.C. Under his direction as the Director-in-Charge of TELCO, later as Vice-Chairman and Managing Director, and as Chairman, TELCO has grown to its present stature and size.

Sumant Moolgaokar is often referred to as the architect of TELCO. Leading the Company for nearly four decades, he was responsible for building the company into an organisation capable of competing with the world's best – in terms of people, processes and technology. TELCO trained its employees in the required skills and technologies. He was also instrumental in setting up the Engineering Research Centre, the Machine Tool and the Press Tool Divisions.

"Expect the best, ask for it, pursue it relentlessly and you will get it," he often said. He believed that the key to bringing out the best from people was to expect the best from them. This pursuit of excellence in conceptualization and execution form the very foundation of the "TELCO culture". Building up of people excited Mr. Moolgaokar's imagination and involvement as much as the development of plant or technology. He gave challenging assignments to young people and derived satisfaction from watching them grow beyond anybody's expectations including their own. "Train your workshops before you build your machines," Mr. Moolgaokar had always insisted. The setting up of the Press Tool Division, Machine Tool Division and Foundry all speak volumes about his penchant for self-reliance, his uncompromising standards and his deep commitment



Sumant Moolgaokar

Moolgaokar has the capacity to motivate the entire staff and workers of a large company. He can galvanise them into action and make the job exciting for each one of them. This is the secret of his success at Telco. With him at the head, every worker is made to feel that he is not merely a cog in a big machine, he is not attending to a forge or a furnace but is helping to build and advance a great industrial empire, to erect a national monument."

Nani Palkhivala

Sumant Moolgaokar with N. A. Palkhivala



SUMANT MOOLGAOKAR

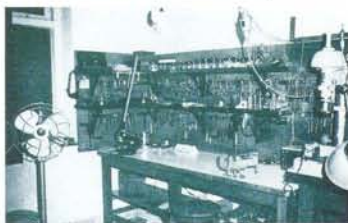


Sumant Moolgaonkar

"... factories are not built by investments in buildings and machinery alone. But, investment in men, in employees is more important when building an industry..."

Sumant Moolgaonkar

A view of the Workshop which Mr. Moolgaonkar had set up at his residence in Bombay.



to indigenisation.

In 1966, he was placed in charge of the Tata Iron and Steel Co. Ltd., as its Vice-Chairman. In the same year, he was appointed the Chairman of Tata Exports Ltd. He was also the Chairman of Tata Consulting Engineers. The Government of India and other public bodies have drawn heavily on his rich and varied experience both as an engineer and as an administrator.

Mr. Moolgaonkar was a fervent crusader for research, product development, quality control and technical and managerial industrial growth of our country. Under his inspired leadership, the Company had set up an Engineering Research Centre to wean it away from design dependence. After years of patient nurture, by the early eighties, the Centre was ready to prove itself on the international score-board.

TELCO's own decision to make light commercial vehicles was taken only in 1984-85. TELCO's designers swung into action under the direct supervision of the Company's Chairman. Within a year, TELCO's first product-offering was ready - an introduction made possible in record time, not only because of TELCO's design strengths but because of its formidable capacity and also because of Mr. Moolgaonkar's vision - as a machine tool and heavy die manufacturer. Mr. Moolgaonkar followed it up with another light commercial vehicle in early 1987, and announced plans for yet another by 1988.

In recognition of his valuable contribution to production engineering in India, the Institute of Production Engineers awarded him the Sir Walter Puckey Prize in 1967. In February 1970, he was made an Honorary Life Member of the Indian



Institute of Engineers. In December 1983, he was conferred the Honorary Fellowship of the Imperial College of Science and Technology, London. In December 1984, he was elected a Fellow of the City and Guilds of the London Institute. In 1990, Mr. Moolgaonkar was awarded the Padma Bhushan posthumously in recognition of his tremendous contribution to the growth and development of heavy industries and for being a pioneer in the field of commercial vehicle manufacture in India.

He was an ardent lover of nature and laid great stress on the planting of trees in the planning of both factory sites and townships. The hundreds of thousands of trees that embellish the TELCO Works bear witness to his innate devotion to the natural beauty of the environment.

He also had a passion for photography and produced some stunning photographs. Mr. Moolgaonkar read books, and worked in his personal workshop till his health allowed him to do so.

Generous at heart and deeply humane Sumant Moolgaonkar, after being awarded the FIE Foundation's Rashtrabhushan Award had donated the entire sum of Rs. 1 lakh to a leprosy home in Thane. It was Mr. Moolgaonkar's genuine concern for the economically weak and socially disadvantaged, that TELCO's rural development activities were granted top priority.

AN INTERESTING ANECDOTE

In 1955, in the Auto Division, frenetic activity commenced to lay the foundation of the 3000-tonne "Schloemann Press" to manufacture frames for the chassis. The workmen unable to master the German pronunciation, affectionately called it the "Sulaiman Press".

The biggest in India at the time, the press cost TELCO a princely sum.

Recounting their contribution to its installation, they had this interesting tale to narrate.

It was said that the German engineers

found it very difficult to lower the gigantic press on its foundations. While a solution to this problem kept evading the "German grey cells", one of our "Desiwallahs" provided the solution.

He suggested filling the foundation with ice slabs and then placing the press on it. As the ice melted, the press was gently lowered on its moorings.

Together with the Schloemann Press, a large number of fully automatic machines were installed and facilities set up for production.



A view of the Schloemann Press under construction.

STUDENTS OF BUSINESS SCHOOLS VISIT TATA ARCHIVES

The just concluded exhibition on Images of Greatness which was held to commemorate the death Centenary of J. N. Tata and the birth Centennaries of J. R. D. Tata and Naval Tata received an overwhelming response from several schools and colleges, especially students from various business schools. The students showed keen interest in visiting this exhibition.

The around two hour visit to the Archives started with an introduction by Mr. H. Raghunath who briefly explained the genesis of the archives.

They were then given an audio visual treat on the House of Tatas through films on the life of J. N. Tata, J. R. D. Tata and Naval Tata. Some of these films were produced in-house while the film on J. N. Tata was produced by the famous documentary filmmaker Zafar Hai.

They were then shown around the exhibits which are self-explanatory and exhaustively captioned. This gave them a fairly deep knowledge of the subjects exhibited.

The grand finale is a quiz conducted by Mr. H. Raghunath. The questions included are relevant to the exhibition as well as some select questions on general/industrial knowledge. As a motivation to the students prizes are given to the winning teams.

The visit was rounded off with hot cups of tea and coffee in the midst of lively discussions. The students were grateful for having had an opportunity to visit the Archives.

A few of the Institutions that visited the Archives are mentioned below:

- Symbiosis Institute of Management Studies
- Maharashtra State Institute of Hotel Management
- Sadhana Vidyalaya
- Students from Institute of Chartered Financial Analyst of India
- Wadia College of Commerce
- Indian Institute of Modern Management
- Indira Institute of Business Management.

Students of various business schools visited the archives.



FROM RAIL TO ROAD...



Reading the interesting write-ups on display.

Continued from Page 2

and foresight of people like Sumant Moolgaokar.

"The torch that has been passed on is really the responsibility of all of us in the company and in the group. To see how we can carry this torch and have the company be in existence for the next sixty years, I think, is really a challenge and we are quite conscious



A view of the audience who were present at the inauguration of the exhibition.

"Our engineers, who could put a rocket into space, could produce our own car. And when we took up the challenge, we went out and got expertise wherever it was necessary. Everything we had in it was ours. So to me (the Indica) was a great feeling of national achievement."

Ratan N. Tata



A view of the exhibition hall.

about it. We do internally discuss and talk about it. Our responsibility is not merely to earn profits or to have growth.

"The purpose is how do I still exist as a company although the nature of my business may change and which has been continually changing as the invitation card suggests from "Rail to Road...". It started by locomotives then big trucks, light trucks, multi utility vehicles and then passenger cars.

"Now we are looking at yet another one, which would revolutionise individual transportation in the country. That is the vision that is being set forth by the current Chairman, Mr. Ratan Tata. Reviews are being done every two weeks on the small car as you would have guessed. Nowhere in the world has this been attempted and we feel that we can do it. In fact, we believe that one company in the world which can pull it off is Tata Motors. We are confident that in three years

time somewhere in 2008 we should be able to present to consumers a vehicle which will be truly revolutionary in more sense than one.

"We feel that it is this kind of vision that needs to be carried forth. We have a very good collection of people, very sincere. I would say the strength of the organisation lies in the people that it has and the way that we should nurture these people to make sure that we take this company forward. It is for the youngsters in the company to see what kind of company they can build for themselves.

"I would just like to add to what Mr. Doongaji said and that is to give an assurance that we are still living by the same philosophy and principles of Mr. Moolgaokar. Still we are very conscious of any price increase. That is one thing that I go to the Chairman for and every time I go he asks but is it necessary."

Ms. F. J. Shroff, Assistant Archivist proposed the vote of thanks.

Visitors going through the Archival Records which were on display.



Comments made by Mr. Pravin Kadle, when he visited the exhibition.

An excellent exhibition on Tata Motors. When you see the exhibition and the archive you get inspiration to strive for the excellence as propounded by that great visionary NJR Tata.

*Pravin Kadle
Tata Motors.*

BENEFACTORS OF VISVA-BHARATI

RATAN KUTHI: THE TATA BUILDING AT SANTINIKETAN

Some months back, Rabindra Bhavana received a letter from the Tata Central Archives with a request to send them copies of documents relating to the donation made to Visva-Bharati by the Sir Ratan Tata Trust in 1923. After locating the documents we found that the history of this stately, dignified house unravelled itself. We feel this story of deep reverence for Rabindranath by one of the foremost industrial houses of India should be shared with our readers.

Visva-Bharati was inaugurated as a University in 1921. Its motto, *Where the world meets in a single nest* was realised by the presence of visiting professors from all over the world. With the inception of visiting professors and exchange scholars a scheme of world-wide intellectual co-operation had been initiated. Sylvain Levi from Paris was the first to come; followed by Maurice Winternitz of Prague, Andr  e Karpel  s, also from France, Leonard K. Elmhirst from America where he had gone for studies, Stella Kramrisch from Austria, Patrick Geddes and his son Arthur from Scotland. These early years also saw the presence of M. Benoit, Gretchen Green and Vincent Lesny, Ngo-Chang Lim and Sten Konow. Visva-Bharati needed accommodation for these foreign scholars. Rabindranath made extensive tours throughout India and later abroad to collect funds for Visva Bharati. The response he received from the Parsi community was remarkable. Over the years, Visva Bharati has found large numbers of Parsi friends who have helped in various ways.

One of these was Hirjibhai Pestonji Morriswala who was introduced to Rabindranath by C. F. Andrews. Marichi, as he was affectionately

called by the Poet joined Visva-Bharati as a teacher of the French language in 1921. It was with his help that the Trustees of the Sir Ratan Tata Trust were approached. On 14th June 1922, in a letter to Rabindranath, Morriswala writes about his meeting with R. D. Tata, father of J. R. D. Tata, "Mr. R. D. Tata became surprisingly enthusiastic about the Ashram as soon as he heard of French savants being present in the institution. He is devoted to his wife, who is a French lady, and everything French makes his heart leap with joy."

Soon enough, when on 13th January 1923 the Visva-Bharati Sansad met at Jorasanko, the ancestral home of the Poet in Kolkata, a letter from the Sir Ratan Tata Trust was read. Item 18 of the minutes of the first session of this meeting states:

"Read a letter from the Secretary to the Trustees of Sir Ratan Tata offering a donation of Rs. 25000 for a building to be named after him: *The Trustees of Sir Ratan Tata have considered at their last meeting your letter dated 7th December last and also one dated the 14th December from Mr. Hirji P Morris... decided to give you Rs. 25000 for the construction of a special block for the accommodation of scholars from foreign countries...*

Resolved that the offer of a donation of Rs. 25000 from the Trustees of Sir Ratan Tata for a building to be named after Sir Ratan Tata for foreign scholars be gratefully accepted on the conditions mentioned in the above letter and that the best thanks of the Sansad be conveyed to the trustees of Sir Ratan Tata."

Prasantachandra Mahalanobis, as Secretary, Visva-Bharati conveyed this resolution to the Trustees on the same day.

Rathindranath was planning a large



Sir Ratan Tata

Rabindranath Tagore.



BENEFACTORS OF VISVA-BHARATI...



Ratan Kuthi

guest-house for Visva-Bharati; he had probably planned to have a wing in this building named after Sir Ratan Tata. We come to know of this plan from a frantic letter written to Rabindranath by Morriswala on 16th February 1923 from Bombay. He writes, "You will be so kind as to forgive me for troubling you once more, concerning the Tata donation of Rs. 25000. The Secretary believes that the Trustees have all along been under the impression that a separate little block or bungalow, all by itself will be named exclusively after Sir Ratan Tata. The donation was given out of reverence and devotion to your personality, and it was hoped that the offer would not be deprived of its grace and beauty. Rathi wishes to build a house big enough to solve all our present and even future needs. May I request him to postpone having a big building all at once? Let us have a small building, as small as can be built out of this donation of Rs. 25000. Our Asram has always grown in this manner, bit by bit, according as there is expansion in matters spiritual or intellectual or physical. All our dormitories for our boys and girls have come into existence in this way. And in the same way, one by one, small blocks for Western or foreign visitors will be built out of money from outside donations or from our own funds. I hope that the matter will be kindly considered from this point of view. There is a real likelihood of the feelings of the Trustees being hurt by telling them that a little separate block quite by itself cannot be built out of this donation of theirs..."

Ratan Kuthi



I beg that either Prasanta or Rathi may be good enough to write a fresh letter to the Secretary, Mr. Mistry, embodying the following three points:

i) Rabindra's previous letter to be cancelled and not to be placed before the Trustees.

ii) A statement to the effect that a

small block to be named after Sir Ratan will be built quite by itself out of Rs. 25000.

iii) A plan for the small exclusive block to be enclosed with the letter...

I must confess that the harmony of feeling which existed before has been slightly ruffled. Matters will run very smoothly again, if an early reply were sent..."

However, good sense and tact prevailed. Relations between the two families were also restored. A letter from Lady Navajbai Ratan Tata to Rabindranath, dated 11th September 1923 indicates this: "It has given me extreme pleasure to receive from Mr. Morris an autograph picture of yourself and an expression of your affectionate greetings. Coming as it did on the Parsi New Year, the picture filled me with genuine admiration and regard for one who works so selflessly in the cause of humanity and of his own countrymen in particular. I know how dear Visva Bharati is to your heart and I therefore hope that your efforts to collect sufficient funds for its welfare are being fully realized. I also hope that the building in memory of my late husband for which my co-trustees and myself gave a donation as a mark of our appreciation of your good work is now well in hand and that it will soon come into use for the accommodation of scholars. It will always give me great pleasure to hear from you occasionally of the progress you are able to make at Visva Bharati and of its continued welfare. Please accept my sincere thanks for the photograph and my heartfelt wishes for your institution."

In the meantime, on the 14th of April 1923, on Bengali New Year's day the foundation stone was laid for a separate building by a Parsi Professor of Languages of Calcutta University, Dr. I. J. S. Taraporewala. Earlier that day, at the New Year's prayer service

A CLEAR ADVANTAGE

It is always heartening to learn that people appreciate the work done by the employees of an organisation. Dr. J. J. Irani has always been appreciative of the work of the Tata Archives team. This is what he wrote after reading the previous issue of "Sands Of Time" which carried an article on Burjorji Padshah.

Jamshed J Irani

Director

September 20, 2005



Dear Raghu,

For over 30 years, I have seen Mr. Padshah's photograph in the Tata Steel Boardroom, but did not know of his contributions.

The latest issue of "Sands of Time" have put that right. I now realise what an important role he played in the formation of Tata Steel and I thank you for bringing out this particular issue of the "Sands of Time". It is indeed a great pleasure to read such historical notes on the people who lived a century back. **A clear advantage of setting up the Archives.'**

With best wishes to you and your colleagues,

Yours sincerely,

Sd.

(Jamshed J Irani)

Mr H Raghunath
Chief Archivist
Tata Central Archives
1, Mangaldas Road
Pune 411 001

Sands of Time

Newsletter of Tata Central Archives

VOLUME IV Issue 2 April 2005

BURJORJI JAMASPJI PADSHAH - A CHRONICLE OF BRILLIANT SUCCESSES


Burjorji Jamaspji Padshah was born in Bombay in May 1864 in a highly talented family, hailing from Navsari. He was the fourth son of Jamaspji Padshah who died prematurely in 1880, leaving him at the age of 16 in charge of his business which included a horse-stable at Byulla, Bombay.

Burjorji's father was Jamsetji Tata's best friend. Young Burjorji therefore found himself the ward of a wise and considerate guardian when his own father died. Jamsetji's daughter, Dhanbai, was engaged to Burjorji Padshah. Sadly she passed away in 1873.

Being a versatile genius, Burjorji soon adapted himself to his new environment, ran his father's business most successfully. His association with horses generated in him a deep love for animals which manifested itself in his later life.

Burjorji's life is a chronicle of brilliant successes. He passed his matriculation from the Proprietary High School at Bombay in 1881 and went to the Elphinstone College. He then passed his first year in Arts carrying away the Gibbs Prize in Physics.

Continued on Page 2



BURJORJI JAMASPJI PADSHAH - A CHRONICLE OF BRILLIANT SUCCESSES

EVOLUTION OF GANDHI'S CONCEPT OF NON-VIOLENCE

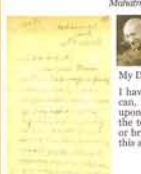
Burjorji Padshah and Mahatma Gandhi shared a close relationship. There were many letters exchanged between the two personalities. Reproduced below is a letter written by Mahatma Gandhi to Burjorji Padshah.

Sabarmati Aul,
13th March

My Dear Friend,

I have your three letters - I always co-operate when I can, I non-cooperate when I must. You may depend upon my withdrawing every demand that cannot stand the test of reason. I shall yield nothing to expedience or brute force - you may publish my first letter and/or this at your option. Need I be sharper.

Yours sincerely,
M. K. Gandhi



In this issue

- BURJORJI JAMASPJI PADSHAH - A CHRONICLE OF BRILLIANT SUCCESSES 1
- EVOLUTION OF GANDHI'S CONCEPT OF NON-VIOLENCE 1
- THERE IS NO VIOLENCE IN NON-VIOLENCE AS LONG AS NON-VIOLENCE IS A THREAT 5
- THE UNDISCOVERED TATA 8
- THE TATA CH. MALLA - HOW IT ALL BEGAN 8

For more correspondence between Burjorji Padshah and Mahatma Gandhi please turn to Page 5

BENEFACTORS OF VISVA-BHARATI...



Ratan Kuthi.

in the Mandir, Rabindranath mentioned this donation.

After the foundation stone was laid, tenders were called and Chandicharan Sinha, an ex-student of Santiniketan who was trained in England, was given the responsibility for building the Tata Building or Ratan Kuthi as it is more popularly known. He had submitted an estimate of Rs. 24000. On the 23rd of April 1923, the plan for the building was sent to the Trustees of the Sir Ratan Tata Trust for approval. The building was ready in a year's time after the summer vacation of 1924.

On 22nd May 1924, in a letter to Rabindranath, Marichi writes, *"...Yesterday we received very excellent news in the form of a cheque of Rs. 5000 from Lady Ratan Tata who is in England. It was in reply to a rather long letter which I had written to her last April. It was so good and kind of her to do so in response to a simple written request. Rathi cried out 'Splendid!' as I handed him the cheque. This will enable us to furnish or decorate the Tata building just in the way as our artists would like to do. Abanda will be fully consulted : has Nandalal any suggestions to offer us?"*

At the August 1924 session of the Sansad, this donation was acknowledged and it was announced that Surendranath Kar was assigned the task of designing the interiors. It may be recalled here, that along with Nandalal Bose, Surendranath Kar was one of the few who spread the Santiniketan aesthetics to various parts of the country. They designed the interiors for, among other buildings, *The Retreat* in Ahmedabad, home of the Sarabhais and also after Independence, some of the rooms in the Rashtrapati Bhavana.

A letter from Rabindranath written on 18 January 1924 indicates that Visva-Bharati also received a donation from the Sir Dorabji Tata Trust. On 18th January 1924, Rabindranath wrote to D. A. Daruvala, Secretary of the Sir Dorabji Tata Trust: *"I shall be glad if you will kindly convey to the trustees of Sir Dorabji Tata Trust my grateful thanks for their kindness in making a donation of Rupees five thousand to the Visva-Bharati. I have already received much help and encouragement from your great community and this latest manifestation of generosity shows that you are ever wakeful to the cause of education and humanitarianism. I do not know of any better utilization of wealth."*

In 1925, Lady Navajbai Ratan Tata, widow of Sir Ratan, sent this inscription for a plaque to be affixed to the Tata Building. She requested that no change of any kind be made to this inscription:

"This building is erected out of a donation of Rs. 25000 by Trustees of Sir Ratan Tata to be used as a residence for scholars (primarily of foreign countries) who stay and work at Shantiniketan. The building is furnished through the kind gift of Rs. 5000 contributed by Lady Ratan Tata."

Along with the inscription, we hope Visva Bharati will also honour the wishes of the Sir Ratan Tata Trust and forever nurture this building as a symbol of the "reverence and devotion" to the personality of Rabindranath by the Tatas.

Article and Photographs reproduced from the Rabindra-Bhavana, Vol. 3, Issue 1, Spring 2005 with the permission of their Editor.

Ratan Kuthi, as it is seen today.



SIR NOWROJI SAKLATVALA

Sir Nowroji Saklatvala was born on 10th September 1875, and received his education at St. Xavier's School and College in Bombay. His scholastic career, though not brilliant, was marked by that steadiness and solidarity which was to play so great a part in his later life.



Nowroji Saklatvala's parents - Bapuji and Veerbaiji Saklatvala.

Sir Nowroji belonged to a family which has distinguished itself in the industrial life not only of this country but even abroad. Through his mother, Sir Nowroji was related to the Tata Family and was a nephew of Jamsetji Tata, the Founder.

In 1899, at the age of twenty-four, Sir Nowroji entered the Tatas as an apprentice in one of the Cotton Mills. After finishing his apprenticeship, Sir Nowroji joined the Svadeshi Mills in Bombay. His quick grasp and his

Sir Nowroji Saklatvala's room at the Head Office of the Tata Iron and Steel Company in Bombay.



great application to his work soon earned him their just reward and, within a comparatively short time, Sir Nowroji was placed at the helm of affairs in the Mills Department.

From a very early age, Sir Nowroji, believed in combining his games with his work and, while yet a hard-working junior in the Mills, he kept up his cricket which he had played regularly in school and college. In 1904, he earned a place in the exceptionally strong Parsee Eleven which participated in the Triangular Contest in Bombay. Even at that age, Sir Nowroji exercised a remarkable influence on the members of his team. This love for cricket and, in fact, for all games, never diminished and he gladly lent his services and his able guidance to all sporting institutions, which cared to seek his help.

Sir Nowroji's knowledge of the Mill industry was soon recognised and in 1917, he was appointed the Chairman of the Bombay Millowners' Association. In 1922, he represented that Association in the Legislative Assembly and was also for some time a Member of the Bombay Legislative Council. In 1921, he went to Geneva as a Delegate of the Indian Employers at the International Labour Conference. Even as a representative of the Employers, Sir Nowroji displayed an extremely sympathetic attitude towards Labour, due no doubt to the valuable experience gained by him during the time he himself was an employee.

During the War, Sir Nowroji was associated with numerous Committees as an Honorary Adviser, and genuine tributes were soon forthcoming of his tremendous capacity for work and his ability to carry out whatever he had undertaken. His meritorious services were recognised by his appointment as a Justice of the Peace in 1917, and shortly afterwards by the conferment of a C.I.E.



Sir Nowroji Saklatvala.

Sir Nowroji Saklatvala with his wife Lady Goolbai in 1930.



SIR NOWROJI SAKLATVALA



Sir Nowroji Saklatvala.

By now, Sir Nowroji had become a vital force in the Tata organisation and his services came to be utilised in various other Departments of the concern. He was looked upon as a valuable lieutenant and one who thought not of himself but always of the firm. In spite of his subordinate position, he never lost any part of his individuality and was not afraid to undertake the most burdensome of responsibilities. Along with Sir Dorabji Tata, then Chairman, and R. D. Tata, he played a quiet but effective part in guiding the destinies of the firm. His business acumen, his honesty of purpose and his unswerving loyalty made him the fittest person to take over the leadership of the House of Tatas on the death of Sir Dorabji. In 1932 Sir Nowroji became Chairman of Tata Sons Ltd., and of the Tata Iron & Steel Co., Ltd., and the other industrial concerns that were under the management of Tatas. He was also Chairman of the Bombay Branch of the Imperial Bank of India, Director of several other companies, and was head of the various Tata charities.

It is from this point that Sir Nowroji began to be a tremendous force, which he ultimately became, in the industrial life of the country.

The greatness of the man can be seen in the fact that, though the active head of all Tata concerns, he found time to devote himself equally to other business activities and charitable and sporting enterprises. Sir Nowroji was on the Board of at least twenty-five of the largest Companies and Corporations in India and was Chairman of most of them. In each case, Sir Nowroji was fully conversant with the working and the day to day affairs, for he believed in the principle of never associating himself with anything in which he could not take a personal and active part. At the same time he realised



The President, Chairman and Members of the Reception committee and Delegates of the First Indian Insurance Companies Conference held in 1928.

that his management of so many concerns must necessarily consist of supervision, and though ever ready to accept the blame for the mistakes of even the lowest subordinates, he never fettered their judgement, nor interfered where interference was not necessary. In this way he helped to train all those working under him and make them better fitted for their tasks. Sir Nowroji's business activities comprised, amongst others, the following industries: Iron & Steel, Cement, Cotton Mills, Banking, Hydro-Electric Works, Insurance and Oil Mills.

He was instrumental in putting Indian insurance companies on a sound and firm footing, and it was perhaps largely due to his efforts in placing all the insurance business of the firm of Tatas with the New India Assurance Company which inspired public support to Indian Insurance concerns.

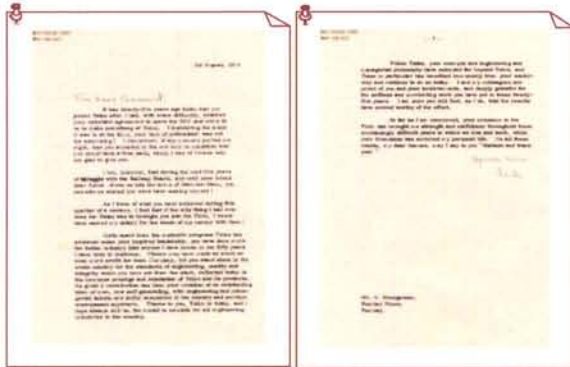
Among some of his great achievements may be mentioned the bringing about of a combine of all Cement Companies in India. The idea of such a merger undoubtedly belonged to the late F. E. Dinshaw, but on his death in the beginning of 1936, it appeared to all as if his plans could never be carried out. Sir Nowroji took upon himself the burden of bringing together the various and conflicting interests in the Cement Industry. It was

Trustees and Heads of Departments, of the Bombay Port Trust, 1927. Seen in the picture is Nowroji Saklatvala seated third from the right.



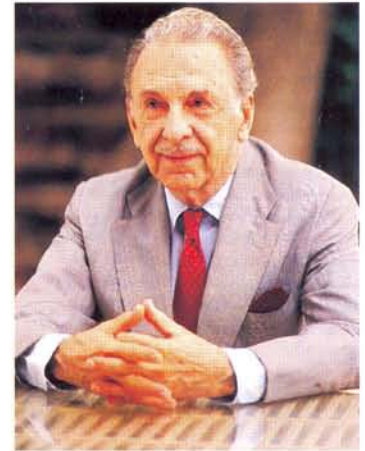
Continued on Page 14

SHABASH AND THANK YOU



TATASONS LIMITED
BOMBAY HOUSE, FORT,
BOMBAY 400 023

Copy of a letter written by
J. R. D. Tata to Sumant
Moolgaokar on his completion of
twenty-five years in Tatas.



J. R. D. Tata.

1st August, 1974

My Dear Sumant,

It was twenty-five years ago today that you joined Tatas after I had, with some difficulty, obtained your reluctant agreement to leave the ACC and come to us to make something of Telco. Considering the mess it was in at the time, your lack of enthusiasm was not too surprising! I remember, if my memory serves me right that you accepted in the end only on condition that you would have a free hand, which I was of course, only too glad to give you.

I bet, however, that during the next five years of struggle with the Railway Board, and until your friend dear Ashok drove us into the arms of Daimler-Benz, you sometimes wished you were back making cement!

As I think of what you have achieved during this quarter of a century, I feel that if the only thing I had ever done for Tatas was to inveigle you into the Firm, I would have earned my salary for the whole of my career with them.

Quite apart from the meteoric progress Telco has achieved under your inspired leadership, you have done more for Indian industry than I have known in the fifty years I have been in business. Others may have made as much or even more profit for their Company, but you stand alone in the whole country for true standards of engineering, quality and integrity which you have set from the start, reflected today in the immense prestige and reputation of Telco and its products. As great a contribution a been your contribution of an outstanding team of men, now self generating, with engineering and managerial talents and skills unequalled in the country and perhaps unsurpassed anywhere. Thanks to you. Telco is today, and I hope always will be, the model to emulate for all engineering industries in the country.

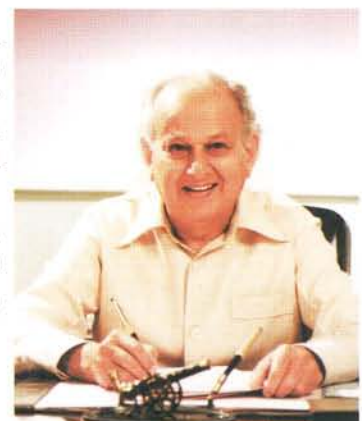
With Tatas, your example and engineering and managerial philosophy have extended far beyond Telco, and Tisco in particular has benefited immensely from your leadership and continue to do so today. I and my colleagues are proud of you and your achievements, and deeply grateful for the selfless and unrelenting work you have put in these twenty-five years. I am sure you will feel, as I do, that the results have proved worthy of the effort.

So far as I am concerned, your presence in the Firm, has brought us strength and confidence throughout these increasingly difficult years in which we live and work, while your friendship has enriched my personal life. On all these counts, my dear Sumant, may I say to you "Shabash and thank you."

Yours ever

Jeh

Sumant Moolgaokar.



SIR NOWROJI SAKLATVALA



Members of the CCI Committee being introduced to the Governor of Bombay at the opening of the Brabourne Stadium

Continued from Page 12

undoubtedly his strength of character and his forceful personality which ultimately brought about the much sought for fusion of interests.

No sketch of Sir Nowroji's life would be complete without mention of his interest in charitable and sporting institutions. As Chairman of the Sir Dorabji Tata Trust, Sir Nowroji was associated with numerous charitable enterprises and his wide outlook and depth of vision greatly helped to utilize the funds at the disposal of the Trust towards most needy objects. He had sponsored the idea of a Cancer Institute, which is now in the course of construction and may well be regarded as one more example of the magnificence of Tata Charities and



Sir Nowroji Saklatvala was present at the Cricket Club of India's Luncheon in December 1937 when the Lord Tennyson's XI met CCI in a three day's match.

their unbounded enthusiasm for the general welfare of India and mankind at large.

It would not be out of place to mention here the part played by Sir Nowroji in the affairs of the Cricket Club of India since its inception. Sir Nowroji looked upon the Club as a national institution, and as such he strove daily and with incessant zeal to pull the Club out of the financial morass into which it had fallen, and it is only because of his efforts that the Club is in a position to-day to lift its head high and to inspire the confidence of the Indian sporting public.

Jamshedpur began to know Sir Nowroji Saklatvala more particularly from 1928. when he had visited it for

the purpose of negotiating a settlement of the strike in that year. Even at that time, although not controlling the affairs of the Steel Company Sir Nowroji displayed that characteristic quality of his to be able to see the other man's point of view and it may be said that he was mainly responsible for a settlement which did credit to both sides. Thereafter, Sir Nowroji continued to take increasing interest in the affairs of the Steel Company, and during his Chairmanship of the firm, it is interesting to note that Labour was granted certain benefits and privileges which are unknown, even today, elsewhere in the world. The Steel Company soon supplanted the Mills in Sir Nowroji's heart and till the day of his death he gave it every minute of his valuable time and even when necessary, himself dealt with the day to day affairs of the Company.

Sir Nowroji's genuine interest in the welfare of his employees was seen in the recent instance where he welcomed and supported the idea of a Club and Recreation Rooms in Bombay House for the employees of all Tatas. Sir Nowroji insisted that he be kept in constant touch with the activities of the Club and was for ever suggesting and helping the Officers of the Club to extend the amenities as much as was possible.

The tributes that have been paid to Sir Nowroji, during his lifetime and after, by persons in all walks of life and of all castes and creeds, show the extent to which he had endeared himself to those who had come in contact with him. In spite of his great position, he was ever humble. His noble character, his straight-forwardness, his devotion to duty and his tremendous loyalty will ever remain an inspiration to those who had the privilege of knowing him and working with him.

Article reproduced from TISCO Review Supplement — In Memoriam printed in August 1938.

Sir Nowroji Saklatvala.



THE NEVER ENDING STORY

Who does not like a story? It appeals to one and all, big or small. Especially, when it is about the company that you work for. The story of Tata Motors is unending... The Company plans to achieve even greater heights by catering to the needs of the common man in the street. The success of such a company is keenly observed and followed.

For the first time the Tata Central Archives organised an exhibition on a Tata company's history.

The response to this exhibition has been overwhelming. Around 1,500 employees from Tata Motors, Pune, representing Apprentices, Instructors, Diploma Holders, Executives Development Programmers, Craftsmen, Commercial Vocational Trainees visited the exhibition. The word spread rapidly in Tata Motors and the Staff with their family members were next.



Diploma holders.

Over 250 students accompanied by their teachers from the Telco Vidyaniketan High School visited the exhibition.

One of the ex-employees of Tata Motors had commented – "This exhibition brings to life all the fond memories that are a part of the family of a Tata employee. It is simply amazing to see the well sequenced growth of an organization of so huge a size as Tata Motors, come to life from its inception to present times".

One of the apprentices of Tata Motors



Reading the interesting records on display.

made a comment to the effect that this display of events in so memorable a place has given the youngsters an opportunity to regenerate and review the good work done earlier and has given them a special preview of the past.

To enthuse the employees TCA had organized a quiz on the House of Tatas with three special rounds on the story of Tata Motors. The winners and runners-up were awarded prizes.

One interesting feature in this exhibition is the showcasing of the JRD Tata's Home Workshop. This was supposed to have been gifted to J. R. D. Tata by Sumant Moolgaokar - though there is no documental evidence of this in the Archives. This Workshop was from its inception, maintained by the Training Division of Tata Motors at the Cairn—the residence of J. R. D. Tata in Bombay. The practice continues even today though the material has been relocated to the Archives.

Every time TCA sent a request to TML for its maintenance they have responded enthusiastically and sent their experts for overhauling the machines. Just before the inauguration of this exhibition it took days for the apprentices to make sure it is in running condition.

With exception to a few people most visitors who have come to witness this exhibition are from Pune. Employees working outside Jamshedpur are not fully aware of the beginnings of the plant at Jamshedpur and its importance in history where the whole story has began. For the TML employees from the Pune facility as can be gauged from their comments this exhibition has been of wonderful educative experience of knowing their past. We are sure that if there is an opportunity to take this exhibition to Jamshedpur, Lucknow and Gunsan in Korea the employees there will share the same feeling.



A group of Apprentices standing next to the portrait of Sumant Moolgaokar.

"... it was a pride to work with one's hands and it was inspiring to see even senior German officers do so. This tradition was further ingrained in me when I was sent by the company, along with three others of my batch, to complete further 2-year training at Daimler Benz, West Germany. I enjoyed my days in the Apprentice Shop. There was strict discipline and hands on work but also a great spirit of camaraderie."

**Tarsem Lal,
One of the first batch
of Apprentices of 1954**

**Students of the
Vidya Niketan School watching
a film on J. R. D. Tata.**



LASTING IMPRESSIONS

Visitors' Book

Date	Name & Address	Phone/Mobile	Fax	Your Valued Comments
28 Oct	Subhash Karmakar	9850215895		An exhibit in time that glides one and all who experience a - Pride of India and - even higher esteem for TATA... cheers and glads to visionaries the organization has given to our nation..
28 Oct	Shankar Swaminathan	9890703021		This exhibition brings to life all the fond memories that are a part of every family of a Tata employee. It is simply amazing to see the growth of an organisation of the huge size of Tata Motors come to life from its rudimentary stage. Another striking exhibit is the room of JRD which never fails to inspire any individual.
5/11/05	Takshaen Katiak C/O TRMS, TMT, Pune	9225541989		was awed by the exhibits and success stories, esp. when the success is more in terms of social responsibilities rather than just making money - the true Tata philosophy! Particularly struck by JRD's life achievements..
29/11/05	DR PRANAB KR CHATTERJEE Retd Director of State Archives Govt of W. Bengal 88 35/7 Sector I Salt Lake Kolkata 700054	97727587269		A commendable achievement. It reflects both heritage and snippets of commercial and industrial enterprise of the Tatas. The example needs to be replicated by other business houses.
3/12/05	K Vijay Menon S/O R. N. V Menon			A wonderful collection of history, information and anecdotes on Tata Motors. My association with the company goes back more than 47 yrs back when my father joined as a GET in the first batch of trainees at Jamshedpur. So, it was really a trip down memory lane.
9/12/05	Pranab Mehta 23/24 Sunnagar Apt 13 BG Kher Marg Mumbai 400006	98215498		lovely exhibition - The replication of Mr. JRD Tata's office is very interesting, and the films were inspirational!

For any further information,
please contact :

Mr. H. Raghunath
Chief Archivist

Tata Central Archives, TMT Campus
1, Mangaldas Road, Pune 411 001
Maharashtra, India

Phone: 91+20+56092020
Fax: 91+20+56020104
Email: tca@tata.com

We're on the Web!

<http://www.tatacentralarchives.com>