



# Sands of Time

**Tata Central Archives Newsletter**

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## TATA PERSONALITIES (1877-1938)



*Mr. F. N. Subedar, inaugurating the exhibition.*

Mr. F. N. Subedar, Chairman, Tata Services Limited, inaugurated the exhibition on "Tata Personalities (1877-1938)" at the Tata Central Archives (TCA), Pune on November 15, 2014.

Mr. R. P. Narla, Archivist, TCA, welcomed the Chairman and all the distinguished guests present on this occasion.

Also present were Mrs. Roda Bilimoria Desai, the grand-daughter of Sir Ardeshir Dalal and Mr. Pesi Padshah the grand-nephew of



*Mrs. Roda Bilimoria Desai shaking hands with Mr. Pesi Padshah.*

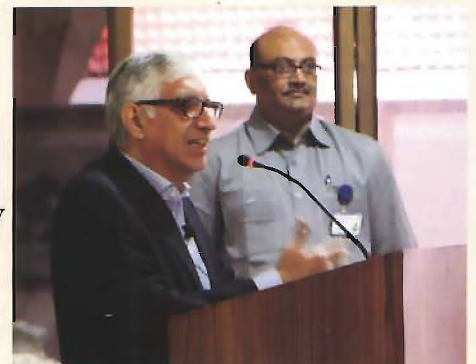
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Mr. Burjorji Padshah, two of the Tata Personalities featured in this exhibition. Addressing the audience,

Mr. Subedar said that there are many individuals in the Tata history who helped build this organisation brick by brick. These are the people whose

learnings we need to relive and hear about. They have left an indelible mark on our history and what they said and did still holds relevance even today. Talking about the contribution of Mr. Burjorji Padshah, he said that, Padshah was responsible for setting up the Bank of India in 1905, and later the Tata Industrial Bank which merged into the Central Bank of India. It was he who realised that there was no General Insurance in this country and therefore induced Sir Dorabji



*Mr. F. N. Subedar, addressing the audience.*



## TATA PERSONALITIES (1877-1938) ...

Tata to go into General Insurance, thus leading to the setting up of New India Assurance. Padshah was also involved in almost every pioneering activity initiated by Jamsetji Tata.

Referring to a quotation by Mr. Burjorji Padshah which is an extremely significant HR practice and which is still relevant even today, "He (Burjorji) said, there is no royal road to discover competent men, except by trial and error. You need to pick up promising men, more than what you need in your office.... don't just pick up graduates, pick up good men with initiatives and capable of bearing responsibility, snap them up, raise their terms of engagement, throw more material to dangle high future prospects than high immediate pay."

Speaking about Sir Ardeshir Dalal, he spoke of his humble origins and that he graduated first class first from Elphinstone College, winning all the possible prizes in that particular year. He was a recipient of the J.N. Tata Scholarship and went on to study at Cambridge, where he stood first in the ICS examination. On his return to India he worked in the government service. Thereafter he became the first Indian Municipal Commissioner of Bombay. Later he joined Tatas and went on to become a Director of Tata Steel and was also inducted on the Tata Sons Board. He introduced profit sharing and gratuity in Tata Steel. He also worked on drafting the Bombay Plan (A set of proposals for the development of the post-independence economy of India).

Mr. Subedar also referred to several other Tata



*Mrs. Roda Bilimoria Desai reminiscing about her grandfather.*

Personalities featured in this exhibition.

Mrs. Silloo Bilimoria, daughter of Sir Ardeshir Dalal, who could not attend the inauguration, was represented by her daughter Mrs. Roda Bilimoria Desai. She expressed her mother's gratitude for the homage paid to her father. Sharing some reminiscences, about her grandfather, she said, "He came from exceedingly humble beginnings and was entirely self-made. He had an enormous sense of responsibility, dedication, a sense of duty, a need to excel and hard work which seemed to have been the bedrock on which he continued his professional, personal and administrative life. He was an exceedingly loving and a very caring parent, but not indulgent. He also had a very soft corner that many people don't know about. This was perhaps partly one of the reasons why he initiated many of the welfare schemes for labour welfare. He was a man with total integrity."

*A view of the exhibition gallery with panels on the different personalities on display.*





**TATA PERSONALITIES (1877-1938) ...**

*Mr. Pesi Padshah speaking about his grand-uncle Burjorji Padshah.*



*Visitors going round the exhibition.*

Mr. Pesi Padshah the grand-nephew of Mr. Burjorji Padshah was grateful for the tribute paid to his grand-uncle. Being very young, he never got the opportunity to get to know him well. However, he does recall meeting him aboard the Franconia, a luxury liner, docked in Bombay.

The exhibition on "Tata Personalities (1877-1938)" features over thirty individuals who had the faith, the will to achieve and the power to inspire future generations to follow. Under conditions, which would have discouraged lesser men, they built brick by brick, the Tata Organisation that stands so tall today. They relentlessly toiled to script a destiny that is our priceless legacy. The Tata exhibition includes personalities like

Sir Bezonji D. Mehta, Sir Homi P. Mody, Sir Jehangir Ghandy, Jehangir D. Choksi, J. A. D. and K.A.D. Naoroji, K. P. Mehta, Sir Sorab Saklatvala and many more individuals who played a prominent role in the Tata Organisation.

This exhibition also features personalities such as Charles Page Perin, Julian Kennedy, C.M. Weld and others whose efforts and contributions collectively helped build Tata Steel. Similarly, David Gostling, Alfred Dickenson and others who helped in establishing the Tata Hydro-Electric Company have also been featured. Although they were not directly employed by Tatas, their efforts and contributions were of primary importance towards the success of these projects.



*Mr. and Mrs. Subedar with other dignitaries identifying the signatures of the eminent personalities embroidered on a tray cloth.*



*Dr. Shubro Sen, reading the panel on J. A. D. and K. A. D. Naoroji.*



## DR. J. J. BHABHA



*Mr. and Mrs. Subedar, reading the introductory panel of the exhibition.*

Mr. F. N. Subedar, Chairman, Tata Services Limited, also inaugurated the exhibition on "Dr. J. J. Bhabha." This exhibition is TCA's tribute to one of its founding fathers on his Birth Centenary.

In the absence of Mr. K. N. Suntook, Chairman, the National Centre for the Performing Arts (NCPA), the function was attended by Mr. Prashant Karkare, Director Special Projects, Legal and HR.

Dr. Bhabha held a number of crucial positions in the Tata Organisation. With indefatigable dedication and dynamic leadership, he was a valued and respected member of the senior team that steered the Tata Group for over 60 years.

*Mr. Adi Engineer, former Managing Director, Tata Power, viewing one of the panels.*



He was also associated with several Tata Companies and Institutions ranging from heavy industries, power generation, engineering, publishing, personnel management, social sciences, fundamental research and philanthropy.

He established his most ambitious venture, the National Centre for the Performing Arts, to serve the national purpose of protecting, preserving, and developing India's immensely rich legacy in the arts and culture.

TCA gratefully acknowledges the NCPA for the loan of the family images from "The Collections of the Late Dr. J.J. Bhabha's Estate" for display in the exhibition on "Dr. J.J. Bhabha."

The illustrious life and work of Dr. Bhabha has been showcased through the following panels: Introduction; His Illustrious Family; The Family Connection; His Inspiration and Strength; His Commitment; Portraits of Philanthropy; The Premier Cultural Institute; Tata Heritage; An Outstanding Citizen and Accolades.

The TCA exhibitions capture the contributions of various individuals who have not only upheld the Tata tradition but who have also set benchmarks and examples that can inspire generations to come.

*A view of the visitors reading the panel on An Outstanding Citizen.*





## SIR ARDESHIR DALAL



*Sir Ardeshir Dalal.*

Ardeshir Dalal was born on April 27, 1884 in Bombay. He was the son of Rustomji Dalal who was a broker at the Bombay Stock Exchange.

His determination to study even under street lamps, bore fruit when he graduated from the Elphinstone College, Bombay standing First Class First and winning about all the prizes obtainable at the examination.

"It was one evening early in 1905, when I was summoned to the Library on the ground floor of the house at Waudby Road and told that I was selected as one of the J. N. Tata scholars to proceed to England for higher studies. It was, therefore, a matter of very great satisfaction to me when I was able to offer my humble services to the House of Tatas in the latter part of my career," says Ardeshir about his association with Tatas. A brilliant student, Ardeshir took a Tripos in Natural Science at St. John's College, Cambridge. This was followed by an even greater accomplishment, when in 1907, at the ICS examinations held in England, he stood first among all candidates.

He married Maneck, daughter of Jamsetji Ardeshir Wadia, in 1911, and had three children.

After serving in various capacities in the Government - for 13 years, he worked as Collector in various Districts - Ardeshir became Municipal Commissioner of Bombay in 1928. He was the first Indian to hold this position.

After retirement from civil services in 1931, he joined as Resident Director of TISCO, and went on to become its Director-in-Charge. He was also a Director of Tata Sons Ltd., and a Director of several Tata Companies.

In TISCO, he liaised between the Board at Bombay, and the Management at Jamshedpur. The Company, at that point of time was on the verge of liquidation, only to be saved by Sir Ardeshir Dalal's outstanding administrative ability and business acumen. He brought about many notable improvements in the conditions of labour at Jamshedpur. He also pioneered the profit-sharing scheme and retiring gratuity scheme for labour in the Company. These schemes were the first of its kind in India and effective tools that rendered prosperity to the Company. He was also responsible for the Indianisation programme. He lifted the company during the depression of the thirties.

In 1932, Ardeshir started the first in-house bilingual publication for Tata Steel, Tisco Review, which paved the way for future house journals. Writing in the first issue he said, "One of the principal objects which this Magazine is bound to achieve will be the creation of esprit de corps among Tata workers, a feeling of solidarity and of pride in helping, each according to his own capacity, in the successful conduct of this great national enterprise."

*Sir Ardeshir Dalal with Pandit Jawaharlal Nehru and J. R. D. Tata.*





## SIR ARDESHIR DALAL...



*Sir Ardeshir Dalal seen with Lord Linlithgow, Viceroy of India. Also seen in the picture are Lady Linlithgow, J. R. D. Tata, Thelma Tata and Sir Jehangir Gandhy.*

Sir Ardeshir Dalal was Knighted in 1939.

In June 1944, Viceroy Lord Wavell invited him to join the Executive Council as Member-in-Charge of Planning and Development. He was one of the architects of the Government of India's plan formulated in 1945. He was one of the eight

authors of the  
Bombay Plan  
published in  
1944.

In January 1946,  
he resigned from  
the Government.

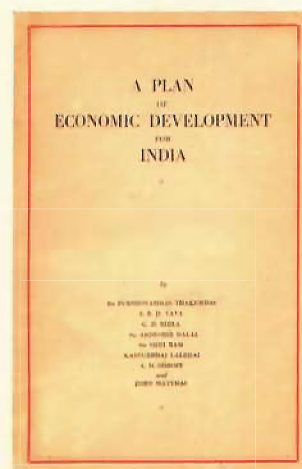
Writing about Sir Ardeshir, in the Illustrated Weekly of India, Michael Brown said, "He is rather tall and sparsely built, extremely well-groomed. His rather heavy lidded eyes and gentle mouth may suggest the

dreams but there is an indefinable atmosphere of preciseness about him. Even his cheroot seems trained to scatter its ashes in the ashtray.” Another journalist described him as, “An image of the Average America’s idea of big business.”

Sir Ardeshir, rejoined  
Tatas in 1946. Voicing his  
aspiration he declared: "I have only one ambition.  
It is to continue to serve the great Firm of Tatas  
until health and strength are vouchsafed to me  
because I feel that in serving the Firm I am  
serving the cause of industry and cause of the  
country."

Sir Ardeshir Dalal worked in the Tata Group until his death, in October 1949.

*J. R. D. Tata laying the Foundation Stone of the Memorial to Sir Ardeshir Dalal. 1952.*



*Citation presented by the members  
of the staff of Tata Sons Ltd., and  
its Associated Companies on the  
Knighthood presented to him.*