J.R.D. Tata

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84 Dr. Annie Besant Road, Mumbai 400 018. India
JAMESH WAS A MAN OF VISION AND ENTERPRISE, ON JANUARY 1, 1877, THE DAY QUEEN VICTORIA WAS FORMALLY PROCLAIMED EMPRESS OF INDIA, THE EMPRESS MILLS WERE INAUGURATED AT MUMBAI.

JAMESH CONCEIVED OF THE FIRST STEEL PLANT, THE FIRST HYDRO-ELECTRIC PROJECT, AND A UNIVERSITY OF SCIENCE. IN 1916 HE SET UP TATA SONG.

WE WILL BUILD A CITY OF STEEL WITH WIDE STREETS PLANTED WITH SHAPED TREES, LAWNS AND GARDENS, TEMPLES, MOSQUES AND CHURCHES.

JAMESH DIED ON MAY 19, 1906. R.D. WAS AT HIS BEDSIDE BUT AGREED TO WORK TO FULFIL THE WISHES OF J.H. TATA.

WHAT A MASSIVE TASK WE HAVE AHEAD! HE SAID WE MUST GO ON DOING HIS WORK.

JEHANGIR DURING HIS CHILDHOOD KEPT SHUTTLEING BETWEEN MUMBAI AND PARIS WITH HIS FAMILY.

JEHANGIR! YOU ARE BETTER AT FRENCH THAN AT ENGLISH.

WE SPEAK FRENCH AT HOME MADAME.

JAMESH! THE PERSIAN WORD FOR CONQUEROR OF THE WORLD.

WHAT SHALL WE NAME HIM?

SEVENTY ONE DAYS LATER, IN PARIS WAS BORN TO R.D. AND HIS LOVELY FRENCH WIFE SOMET, A SECOND CHILD, A SON.

THE SCHOOL, JANSON DE SAINTLY, AT PARIS WAS MUCH MORE EXCITING.

COUNTING IN FRENCH BECAME A LIFELONG HABIT FOR JEH.

HOW MANY PROBLEMS OF TRIGONOMETRY HAVE YOU FINISHED?

TROIS QUATRE OUNCE MACEDONIENNE!

HURRY UP! BEING THE PEAS QUICK!

SHH!

SCHOOL DAYS WERE NOT ALL WORK AND NO PLAY FOR JEH. THERE WERE PRANKS AND PLENTY OF THEM.

STRAW HATS WERE IN FASHION. PEAS AND PELLETS DROPPING ON HATS OF PASSERS-BY MADE A DELIGHTFUL SONG.

COME ON JEH—DUCK!

JUST ONE MORE!
MON DIBU! IT'S OUR TEACHER.
WHEN HE DIDN'T NOTICE OR WE'D HAVE BEEN SKINNED ALIVE.

THE TEACHER WAS CLEVER ENOUGH NOT TO LOOK UP IMMEDIATELY. INSTEAD HE WALKED ON, CROSSED THE ROAD AND WATCHED.

NOT HOT! WHAT FUN.
SO IT IS YOU!

TERRIFIED, THE TWO SOME BOLTED INSIDE. SOON THERE WAS A BELT AT THE DOOR.

BRB... MY TEETH ARE CHATTERING WITH FEAR. MY SKIN IS LIKE THAT OF A PLUCKED GOOSE.

THIS EXPERIENCE DID NOT END THEIR MISCHIEF. IT ONLY ALTERED IT.

BRING A LONG THREAD AND A COIN.
ARE YOU GOING TO DO SOME MAGIC?

JEH HAD A BETTER IDEA. PUT THE COIN WITH A LONG THREAD HE WOULD LOWER IT DOWN TO THE STREET.

ANXIOUS PEDESTRIANS WOULD LOOK AROUND FRANTICALLY FOR THEIR DROPPED CHANGE—OF COURSE TO NO AVAL.

PULL IT UP! QUICK.

OH NO! I DROPPED MY CHANGE AGAIN!

EVERY SUMMER THE FAMILY WENT TO THEIR HOUSE AT THE BEACH RESORT OF HARDELIO, ON THE WEST COAST OF FRANCE.

CAN WE GO FOR A SWIM, MAMA?
YES! BUT YOU AND SYLLA MUST KEEP AN EYE ON YOUR LITTLE SISTER, RODABEH.

THERE WAS GREAT EXCITEMENT ON THE BEACH WHEN A BLENIOY PLANE WAS SIGHTED WITH ITS CHIEF PILOT, ADOLPH PEPOUAT, AT THE CONTROLS.

LOOK! HE'S DIVING!

PEGOUDE BECAME WORLD- FAMOUS AND THE FIRST TO LOOP THE LOOP.

OH GOSH! HE'S MAKING A LOOP.

ONE DAY A PROFESSIONAL PILOT OFFERED TO GIVE JOY RIDES. JEHNAGI WAS, OF COURSE, THE FIRST TO BE SELECTED.

I CAN HARDLY WAIT TO GROW UP AND BECOME A PILOT.

IN 1912, DARAB WAS BORN WHEN THE FIRST WORLD WAR BROKE OUT IN 1914 THE THREE ELDER CHILDREN WERE HOLIDAYING WITH THEIR GRANNY IN SWITZERLAND, THEIR MOTHER CAME TO RECEIVE THEM ON THEIR RETURN.

MAMA! WHY ARE YOU DRESS ED AS A NURSE?

I'M WORKING AS A VOLUNTEER AT THE AMERICAN HOSPITAL.
AMAR CHITRA KATHA

THE WAR WAS ON IN FRANCE, ALERTING PEOPLE OF THE AIR RAID. THE FIRE BOMBS RUSHED THROUGH THE TOWN. COME ON DOWN TO THE CELLAR, CHILDREN!

JEHHAIR RUSHED UP TO THE TERRACE TO SEE THE FIRST ZEPPELIN SOARING IN THE AIR. OH! THEY ARE DROPPING BOMBS, BUT WE HAVE OUR ANTI-AIRCRAFT GUNS ON EIFFEL TOWER!

CLANG, CLANG

OH MAMA! WHY COULDN'T YOU AND PAPA GET MARRIED SEVEN OR EIGHT YEARS EARLIER THAN YOU DID?

WHY ON EARTH?

I'D HAVE BEEN OLD ENOUGH TO BECOME A FIGHTER PILOT. NOW I HOPE THE WAR LASTS LONG ENOUGH FOR ME TO ENLIST.

IF YOU ONLY SAW WHAT I DID AT THE HOSPITAL, YOU'D WISH THAT THE WAR WOULD BE OVER SOON.

AT TEH, JEHHAIR WAS IMPATIENT TO GROW UP.

THE STRAIN OF WORKING AT THE HOSPITAL AND LOOKING AFTER A FAMILY OF FIVE WAS TOO MUCH FOR SOOJNI. SHE CONTRACTED TUBERCULOSIS. WE MUST GO TO INDIA, YOUR FATHER WANTS US THERE.

IS IT SAFE TO SAIL?

I DON'T WANT YOU TO STRAIN YOURSELF WITH HOUSEWORK, ESPECIALLY IN THIS CONDITION.

YOU ARE SO CONSIDERATE.

RUSHING THE SUBMARINES IN THE SEA THEY TRAVELLED FROM WARTIME FRANCE TO INDIA, TO STAY AT THE TAJ MAHAL HOTEL, BUILT BY JAMSETJI TATA.

J. R. D. TATA THE QUIET CONQUEROR

IN 1916 LITTLE JIMMY WAS BORN, A YEAR LATER R.D. SENT HIS FAMILY TO LIVE IN YOKOHAMA, JAPAN, WHERE THEY TRAVELLED EXTENSIVELY.

I FEEL MUCH BETTER IN THIS CLIMATE.

YOU LOOK WONDERFUL AND HEALTHY! AND WE'RE LUCKY TO FIND GOOD SCHOOLS FOR THE CHILDREN TOO.

IN 1938 THE TATA FAMILY SAILED BACK TO INDIA ABOARD THE SHIP, HIRANO MARU. JEH LEARNED A NEW SKILL.

DO YOU THINK I'LL EVER BE ABLE TO TYPE AS FAST AS YOU?

IF YOU PRACTISE CERTAINLY.

THEY GOT OFF AT COLOMBO, WEEKS LATER HIRANO MARU WAS TORPEDOED AND DESTROYED.

ARMISTICE WAS DECLARED IN NOVEMBER 1918. SOONI SET SAIL FOR FRANCE WITH THE CHILDREN. IT WAS BACK TO JANSON DE SAULLY FOR JEH.

IN THE FRENCH LITERATURE COMPETITION, THE PRIZE IS WON BY L'EGYPTEIN.

BOONI WAS AS ACCOMPLISHED AS SHE WAS BEAUTIFUL. HER FRENCH COOKING WAS DELICIOUS, BUT JEH WAS DIFFICULT WITH FOOD.

RODABEH, EAT QUICKLY SO WE CAN WATCH JEH FUS.

TEE HEE! DARAB, SEE HOW HE GLARES AT HIS CELERY.

THE TEACHER USED TO CALL JEH L'EGYPTEIN, FOR SOME STRANGE REASON.

EAT YOUR CELERY.

BUT I DON'T LIKE IT.

R.D. NOTICED JEH FUSING WITH HIS FOOD. ANGERLY, R.D. PUSHED HIS CHAIR BACK IN A HURRY. JEH WAS UP AND RUNNING AROUND THE TABLE.

NO PAPA, NO PAPAY.
BACK IN INDIA IN 1925, JEHANGIR JOINED TATAS AS AN UNPAID APPRENTICE.

HURRY, JEHANGIR, PAPA IS GETTING INTO THE CAR.

OH GOSH! EIGHT-THIRTY ALREADY! MUST RUSH!

JOHN, YOU KNOW MY SON, JEHANGIR. I WOULD LIKE YOU TO LOOK AFTER MY BOY.

OF COURSE, SIR.

A SMALL DESK WAS INSTALLED IN A CORNER. EVERY SINGLE PAPER GOING TO PETERSON’S DESK WAS ROUTED THROUGH JEHANGIR.

YOUR FATHER FEELS YOU MUST SPEND SOME TIME IN JAMSHEDPUR.

I’D LIKE TO GO AND SEE THE WORKS.

THOSE WERE FIVE FORMATIVE AND IMPORTANT YEARS OF TRAINING UNDER AN EXCELLENT ICE, ADMINISTRATOR.

JAMSHEDPUR WAS THE FIRST PLANNED INDUSTRIAL TOWNSHIP CITY OF MODERN INDIA. THROUGH BAGRE DETERMINATION AND GIANT MEN OF STEEL HAD BUILT A CITY OUT OF A JUNGLE.

DO YOU KNOW HOW TATAS HAD TO SET UP A STEEL PLANT IN INDIA?

YES, I READ THE BOOK ON THE TRAIN ON MY WAY HERE. I CAN’T BELIEVE ALL THIS WAS A JUNGLE ONCE!

RELIGIOUSLY JEHANGIR READ THE BOOK ON THE SHAPING OF STEEL TO FAMILIARISE HIMSELF WITH DIFFERENT DEPARTMENTS AND PROCESSES.

THE BLAST FURNACE, IT LOOKS IMPRESSIVE.

REMEMBER, THE BLAST FURNACE IS WHERE THE STEEL IS MOULDED. IT IS THE HEART OF THE TOOLS THAT POWER THIS INDIA.

WHILE JEHANGIR WAS OBSERVING AND JEHANGIR AT JAMSHEDPUR, HE RECEIVED A TELEGRAM INFORMING HIM OF HIS FATHER’S DEATH IN FRANCE.

I WISH I HAD THE TIME TO KNOW HIM BETTER.

TOO LATE TO REACH FRANCE FOR THE FUNERAL, JEHANGIR RETURNED TO BOMBAY.

R.D.’S FINANCIAL SITUATION WAS BAD. JEHANGIR SOUGHT LEGAL ADVICE FROM DINHAR NAIR OF CRAWFORD BRAILEY & CO.

NOW DID PAPA LEAVE SO MUCH DEBT?

LAST YEAR, DUE TO THE STEEL COMPANY’S FINANCIAL CRUNCH, HE VOLUNTEERED TO FORGO HIS SALARY FROM TATA SONS SO HE HAD TO BORROW A LOT OF MONEY.

JEHANGIR’S FIRST PRIORITY WAS SETTLING THE DEBTS. HE SOLD OFF’ SUNITA, THE DREAM HOUSE IN BOMBAY, THE PROPERTY AT HARDLOFT IN FRANCE AND IN PUNE, HE MOVED INTO A SUITE IN THE TAT.

ACCORDING TO PAPA’S WILL, YOU, JEH, GET Rs 3,000 A MONTH, DARAB Rs 2,000, JIMMY Rs 1,000 AND THE REMAINING TO BE SHARED BY ALL FIVE OF US.

JRD DECIDED THAT THE FAMILY INCOME AS WELL AS THE SHARES OF TATA SONS SHOULD BE DIVIDED EQUALLY AMONG THE FIVE CHILDREN.

WILL YOU BE GOING TO ENGLAND NOW, JEH?

I CAN’T STAY. I THINK MY EDUCATION WILL REMAIN INCOMPLETE.

JRD INHERITED HIS FATHER’S POSITION AS A PERMANENT DIRECTOR OF TATA SONS. FROM HIS LITTLE DESK NEAR PETERSON, HE BEGAN WORKING OFFICIALLY ON A SALARY OF Rs 750.

JRD INHERITED HIS FATHER’S POSITION AS A PERMANENT DIRECTOR OF TATA SONS. FROM HIS LITTLE DESK NEAR PETERSON, HE BEGAN WORKING OFFICIALLY ON A SALARY OF Rs 750.

WILL I BE ABLE TO DO WHAT JAMSETJI, MORABJI AND PAPA DID FOR THE HOUSE OF TATAS?
AMAR CHITRA KATHA

WHAT IRR LOVED DOING BEST WAS RACING ROUND BOMMAN IN HIS BLUE BUGATTI WITH HIS FRIENDS.

I'LL REACH YOU TO POONA IN TWO HOURS! HANG ON, ZAL!

BUT IT IS 120 MILES AWAY. YOU LOVE LIVING DANGEROUSLY. DON'T YOU?

UNFORTUNATELY, THE BOMBAY POLICE TOOK A SPECIAL INTEREST IN THE CAR AND MEDITATED TO FRAME JEHANGIR IN AN ACCIDENT.

LOOK AT THAT ACCIDENT, YOU TWO WERE RACING ALONG PEDRAR ROAD. WE HAVE TO FILE A CHARGE AGAINST YOU.

BUT I JUST GOT HERE, CRUSING ALONG. I WAS NOT EVEN HERE WHEN THE ACCIDENT OCCURRED!

J. R. D. TATA THE QUIET CONQUEROR

I WAS ADVISED TO SEEK YOUR COUNSEL, GIRL....

WHAT A BEAUTIFUL WOMAN! I WONDER WHO SHE IS!

HELLO! I'M THELMA, THELLY FOR SHORT.

IT WAS THEN THAT ANOTHER ACCIDENT OCCURRED.

BUT THE POLICE DID NOT WANT TO MISS THE CHANCE. JEHANGIR SET OUT TO FIND THE BEST CRIMINAL LAWYER — JACI VICAJI.

WHAT A SNUG HUG! I'M NOT TALKING BINGO!

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On December 15, 1940, Thelny and Jehangir were married and chose to go to Darjeeling for their honeymoon.

**Jehangir gave him such a blow that Jimmy fell flat.**

Jehangir waited for Bobby to withdraw and leave them alone.

JRD's visits were very profitable for Bobby and soon he began collecting his dues at the very door.

**Yes, it is beautiful! As for the cold we have the fire to warm up and we can stuff newspaper inside our coats for insulation.**

On a bitterly cold day, their car was stopped by the police for over an hour, to clear the road for the Governor of Bengal.

**When Stanley Jackson, the Governor, arrived—**

Who the hell do you think you are, keeping five hundred people waiting in the cold?

**JRD was shocked and remorseful.**

Oh mon petit frere! O my little brother! What have I done to you!

In 1939 a flying club was opened in Bombay. At once Jehangir joined and learnt to fly. Twelve days later he received his flying licence.

**JRD was shocked and remorseful.**

O mon petit frere! O my little brother! What have I done to you!

After a while, Jimmy recovered, opened his eyes, and Jehangir continued his scolding.

**To carole his elder brother, Jimmy lifted the thin JRD in his arms and began to rock him.**

Jeh, Bobby and I had a real lark! We stole a limousine and had a great ride but we kept it back.

**What? A Tata hijacking a car! How dare you!**

When Stanley Jackson, the Governor, arrived—

Who the hell do you think you are, keeping five hundred people waiting in the cold?

Yes, tell us...

Thelny forgot her roll of blocking the way and the Governor got away! This was JRD's only direct involvement with the British, though opposed to foreign rule, JRD did not actively take part in the Freedom Movement, for Thelny Jeh was the centre of her life.

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**O mon petit frere! O my little brother! What have I done to you!**

For Jeh, the responsibility of his younger brothers still weighed on him.

Jeh, Darab is refusing to go back to boarding school.

**We'll have to drag him to the station, which he uses.**

**In 1939 a flying club was opened in Bombay. At once Jehangir joined and learnt to fly. Twelve days later he received his flying licence.**

**How thrilling it is to receive this blue and gold certificate. It's number one in India.**

Little Jimmy was a strapping teenager with blond hair and an adventurous streak.

**Brrr... It's so-o-o cold, but its worth while to come up to Sandakphu to see Kanchenjunga so close by.**

JRD's visits were very profitable for Bobby and soon he began collecting his dues at the very door.

I have made the mutton cutlets smooth as you like them. Do have some more!

Thank you, my dear. You always think of me.
Prize for England-India Flight

The Aga Khan has offered through the Royal Aero Club, a prize of $1,000 for the first flight from England to India or vice-versa by an Indian. It must be a solo flight completed within six weeks. The prize will remain open for one year from January 1930.

Only three adventurous souls took up the challenge:

- Mr. Mahmohan Singh, who called his plane 'Miss India'
- Aspy Engineer, an 18-year-old lad starting from England.
- 26-year-old JRD, starting from Karachi.

JRD took off from Karachi on 3rd May 1930 and via Gwadar, Jask, Basra, and Gaza, where he met Mahmohan Singh — landed at Alexandria.

On 3rd November 1939, there was exciting news in the London Times.

Thanks! How sporting of you! Here you must take my west life jacket in exchange.

If you insist!

Later when JRD landed at Naples airport in Italy, he realised with a shock that he could not fly off from there before 6:00 a.m. since it was a military airfield.

But flying was not just an adventure for JRD with Nevill Vintcent of the Royal Air Force, he was planning ahead.

The Imperial Service of England plans to start a flight from London to Karachi. We should propose to start a flight from Karachi to Bombay.

It was John Peterson who persuaded Sir Rosab, Chairman of Tata Sons, to consider JRD's proposal to start an airline.

Let the young man do it. It does not cost much.

Ham! The initial investment is 200,000 rupees.

But between 1929 and the end of 1934, there was endless correspondence between TRTA and the government for permission to start an airline. JRD was getting fed up.

I think the government is treating us shabbily. Please find out if they intend to say yes or no within the next 100 years.

As soon as government approval was received, JRD went to England to purchase two push motors. How do you propose to take them?

I'll fly one back myself.
JRD and Thelgy flew to Naples on route to India in the brand new plane.

But JRD was suffering from high fever and had to return by ship.

On dear! Your forehead is so hot!

It must be all the excitement!

What on earth is that?

My baggage! All you need to do is fold up the wings and strap it on the deck.

At Bombay, the ‘Bassge’ was unloaded and transported by bullock cart to Junn Mud Flats.

On an exciting morning on October 15, 1932, J kemhiyir soared joyfully from Karachi with the first precious load of mail.

Tata Airlines made a profit and began to expand. But it was tough during the monsoons. One night JRD made a forced landing at Bellary en route to Bombay.

Not a soul here! I'll have to sleep under the wing tonight.

Not a soul here! I'll have to sleep under the wing tonight.

Tata Airlines made a profit and began to expand. But it was tough during the monsoons. One night JRD made a forced landing at Bellary en route to Bombay.

Flying against head winds at a dazzling speed of a hundred miles an hour, he reached Ahmedabad.

Here's the Ahmedabad mail.

At 1:50 PM, he touched down at Bombay where the postmaster of Bombay had come to receive the mail. Also present were Thelgy and Neville Vincent.

Jimmy who was an excellent flyer was killed in a plane crash in 1936 while flying with his friend. His death was a big blow to JRD.

I had so many plans for him.

In 1936, Sir Normov Saklatvala, Chairman of Tata Sons, died. At the age of 36, JRD became the head of the House of Tata.

What made the directors choose you as chairman of India's largest industrial empire?

I think it was in a moment of mental aberration, I think!
IN 1942, JRD ATTENDED THE GUJTA INDIA SESSION OF THE INDIAN NATIONAL CONGRESS IN BOMBAY.

"WE FEEL HE COULD DO MORE FOR THE COUNTRY IN BUSINESS AND INDUSTRY."

I THINK LEADING MEN OF INDUSTRY SHOULD MEET AND PLAN FOR THE FUTURE OF THE COUNTRY.

"HOW CLOSE ARE MY FRIEND NEHRU'S THOUGHTS TO MINE? PERHAPS I SHOULD JOIN THE FREEDOM STRUGGLE TOO!"

"NO, I CANNOT DESERT THE HEAVY RESPONSIBILITY ENTRUSTED TO ME. I MUST STAY OUT OF POLITICS."

JRD WAS TOORN BETWEEN HIS RESPONSIBILITY TO INDIA AND PARTICIPATION IN THE FREEDOM STRUGGLE.

VISITING G.D. BIRLA, SIR SHRI RAM, KASTURBAhai LALBHAI AND SIR PUSHPOTRAMA THAKURMAI, HE SPEARHEADED THE BOMBAY PLAN ANNOUNCED IN JANUARY '46.

THE TATA-BIRLA PLAN OR BOMAN PLAN SUGGESTS A 10,000-CRORE INVESTMENT IN POWER, MINING, ROADS, RAILWAYS...

AT LONDON THE FIRST TO STEP OUT OF THE PLANE WAS JRD...

"SET YOUR WATCHES, BOYS, WE ARE RIGHT ON SCHEDULE!!"

AIR INDIA

AFTER THE EXCITING EXPERIENCE CAME THE ONEROUS BUSINESS OF RUNNING AN INTERNATIONAL AIRLINE.

WE MUST HAVE SOMETHING UNIQUE TO OFFER OUR TRAVELLERS.

THOUGH NOT A FULL-TIME CHAIRMAN, JRD WAS FULLY INVOLVED WITH IT.

BY 1947, THE AGE OF PASSENGER TRAVEL ARRIVED IN INDIA. A JOINT VENTURE BETWEEN THE GOVERNMENT AND TATA AIR INDIA INTERNATIONAL WAS STARTED.

WE MUST SET UP A SYSTEM FOR AN INTERNATIONAL CARRIER.

THE INAUGURAL FLIGHT FROM BOMBAY TO LONDON WAS IN 1948 WITH MR AND MRS JRD TATA AMONG OTHERS ON BOARD. ROBBER AND STYLE WATCHED PROUDLY.

"HOW FAR OUR BROTHER HAS PROGRESSED!"

WHENEVER HE TRAVELLED ABOARD AIR INDIA, JRD MADE CIRCULAR NOTES TO SUGGEST IMPROVEMENTS IN SERVICE.

SEATS SHOULD RECLINE MORE.... BREAKFAST SHOULD BE SERVED PIPING HOT.... PUT OVERHEAD LIGHT ON WHILE SERVING MEALS....

BY HOW THE DOMESTIC AIR SCENE WAS A MESS, BECAUSE SEVERAL OTHER COMPANIES HAD ENTERED THE FRAY.

TWO AIRLINE COMPANIES ARE LIQUIDATED ALREADY.

STANDARDS ARE GOING FROM BAD TO WORSE AT THIS RATE THE GOVERNMENT WILL TAKE OVER CONTROL.
SOON THE GOVERNMENT DECIDED TO MERGE ALL AIRLINES INTO A SINGLE CARRIER. JRD OPPOSED THE IDEA.

HOW CAN THEY MERGE 11 DOMESTIC AIRLINES WITH AIR INDIA INTERNATIONAL AND FORM A SINGLE CORPORATION. WE'VE SET HIGH STANDARDS FOR FOOD, SERVICE AND PUNCTUALITY. FOR GOODNESS SAKE, KEEP THE TWO SEPARATE.

IN 1955, THE GOVERNMENT OF INDIA WANTED TO FORM A SINGLE COMPANY AND OFFERED THE CHAIRMANSHIP TO JRD TATA. TATA WANTED THE DOMESTIC AIRLINES TO BE SEPARATED FROM AIR INDIA AND ACCEPTED THE CHAIRMANSHIP OF ONLY AIR INDIA INTERNATIONAL.

HE WORKED WITH HIS EMPLOYEES BY CONVINCING AND ENCOURAGING THEM.

YOU GIVE SO MUCH FREEDOM TO YOUR PEOPLE.

YES, I LIKE PEOPLE AND TRUST THEM UNLESS THEY PROVE TO BE UNFIT.

ON DECEMBER 10, 1958, JRD CALLED THE HEADS OF 19 DEPARTMENTS OF TATA SONS LTD FOR THEIR ADVICE.

YOU SHOULD AGREE BECAUSE IT WILL GIVE YOU A CHANCE TO COMPLETE YOUR TASK.

JRD AGREED BECAUSE HIS IDEAL WAS SAMBHAVNATA AND HE TRIED HARD TO EMULATE HIM.

WE MUST NOT THINK WHICH ENTERPRISE IS MOST PROFITABLE BUT WHAT THE NATION NEEDS.

DURING THE SECOND WORLD WAR, TATAS WERE MAKING BULLET-PROOF VESTS AND RIVETS FOR WAR VEHICLES WHICH WERE CALLED "TATANAGARS!"

WONDERFUL NEWS. HERE'S A REPORT FROM THE 8TH ARMY IN THE WESTERN DESERT THAT A 75 M.M. SHELL COULDN'T BURST THROUGH A TATANAGAR AND ALL OCCUPANTS WERE UNINJURED.

WHILE GIVING AVIATION TO INDIA JRD WAS ALSO HEADING A HUGE INDUSTRIAL EMPIRE OF STEEL, LOCOMOTIVES, INSURANCE, CEMENT, OIL, SOAP, TEXTILES, ELECTRIC POWER BUT AT THE VERY OUTSET HE WAS CLEAR.

I AM GIVING UP THE CHAIRMANSHIP OF SOME TATA COMPANIES SO THAT PEOPLE RESPONSIBLE FOR THE GROWTH COULD BE PLACED IN CHARGE.

ONE POINT THAT NAGGED JRD'S MIND CONSTANTLY WAS HIS LACK OF FORMAL EDUCATION.

SULTA, IF ONLY OUR FATHER HAD ALLOWED ME TO GO TO ENGLAND TO BE AN ENGINEER... I ALWAYS FEEL INFERIOR TO MY COLLEAGUES.

FOR THE CONSIDERABLE SUPPORT OF TATAS IN THE WAR EFFORT, JRD WAS OFFERED A KNIGHTHOOD BUT HE DECLINED. HE ACCEPTED AN INVITATION TO VISIT EUROPE AND AMERICA IN MAY 1945 WITH OTHER LEADING INDUSTRIALS.

THIS IS AN EXCELLENT OPPORTUNITY TO STUDY INDUSTRIAL DEVELOPMENT ABROAD.

WE NOW HAVE FIRST-HAND KNOWLEDGE OF THE SCOPE, NEED AND COMPLEXITIES OF MODERN INDUSTRY AND THE NEED FOR MASSIVE SCIENTIFIC RESEARCH AND EDUCATION.

THE MISSION WAS VERY FRUITFUL.
1946 was also the year that Tata launched Telco, the Tata Locomotive and Engineering Company. We make 100 locomotives a year with 98% indigenous parts.

But your only customer is the railways.

What do trucks and tea have in common? Tata! The largest tea company in the world is Tata Tea with 51 estates and 67,000 workers.

At Chinduvurai, in Kanyakumari district of Kerala, is the largest tea factory. In the Ernakulam National Park, the rare species of bear-gecko is zealously guarded by Tata employees.

The population of gecko has gone up by 25 percent.

Good! It is the Tata tradition to look after the environment.

It was also the Tata tradition to look beyond business to human welfare.

Why do we need a special department to look after our employees' welfare?

Think of it this way: if we had 30,000 machines why couldn't we have a special staff to look after them? Yes, we do need a personnel department at Tata's.

His concern was not restricted to Tata employees.

Every organized industry should identify the problems of the people in the community and try to solve them.

In the mid-60s a second unit of Telco was set up at Pune. To begin with, thousands of trees were planted at works and an artificial lake was created.

Moolagaurav, why do you have to do all this to produce trucks?

We at Tatas are not just proud of manufacturing trucks or producing steel, we are equally proud of our concern for society.

Whenver there is a national disaster, Tatas are at hand with help. When Chotnagpur (Bihar) was struck by a smallpox epidemic in 1974, within 72 hours we needed to have 50 doctors, 200 para medical staff and 900 vaccinators.

Together with the WHO, Tata teams worked round the clock.

Who had now declared the area under control but then wanted to tackle smallpox in the entire division, it will cost 4.3 lakhs more.

In June '99 India was declared an area from which smallpox was eradicated.
October 15, 1962 was an exciting day for JRD. He was to re-enact the inaugural flight from Karachi to Bombay.

JRD's expertise in aviation was sought by the Government for a report on India's aviation needs after the Chinese invasion of 1962.

In 1968 JRD was conferred the honorary rank of Air Commodore.

I'm sure your elevation to the rank will be appreciated by all enthusiasts of aviation.

Think you, Mr. Marshal Arjan Singh.

While he flew high, JRD's feet were firmly planted in the reality of the country's conditions. I believe population is the root cause of our problems.

But, Jeh, our population is our strength.

Unphased, JRD began propagating the message on his own, from every platform. At a meeting of Tata shareholders —

There has been extraordinary reluctance to consider the population problem. Meeting the need for shelter, clothing, education and health will be a prodigious task.

But the head of this empire chose to live in a rented home.

Once the house was full of life, after his wife Willy was a stroke, the entertaining ceased.

It's time for your golf, Jeh.

No, today I'll stay home and read you stories by O. Henry.

JRD played an active role in establishing the Tata Memorial Hospital.

It should carry out research, education as well as treatment of cancer.

Today, this institution spearheads the attack on cancer in India.

We must propagate family planning through TV and by educating women.
AMAR CHITRA KATHA

JRD'S OWN SMALL ROOM DUGGED UP AS HIS STUDY AND BEDROOM.

ISN'T THIS ROOM TOO SMALL FOR A PERSON LIKE YOU?

NO. I PREFER A COMPACT ROOM WHERE EVERYTHING IS ACCESSIBLE.

HIS FAVOURITE SPOT AT HOME, HOWEVER, WAS HIS WORKSHOP, WITH NEATLY ARRANGED SHELVES.

I MUST FINISH THE NOSE WHEEL JOB TODAY.

AND FROM ABROAD —

COMMANDER OF THE FRENCH LEGION OF HONOUR, 1983

TONY JANNUS AWARD, 1979

BESSEMER MEDAL OF THE INSTITUTE OF METALS, LONDON, 1986

UN POPULATION AWARD, 1992

IT WAS ON 15TH OCTOBER 1982, THAT JRD PLANNED THE SECOND COMMEMORATIVE FLIGHT, DURING THE FIFTY YEAR.

JRD WORKSHOP INC.

WE HAVE TOUGH OREDNER BY DISMANTLED THE NOSE WHEEL FOR YOUR AIRPLANE, YOU FROM THE UNDESIGNED MODEL AIRLINE.

INDIA SUPER CONSTELLATION MODEL AIRLINE, IF THE NOSE WHEEL DOES NOT FIT PROPERLY, WE SUGGEST TWO ALTERNATIVES, EITHER YOU THROW AWAY BOTH THE PLANE AND THE NOSE WHEEL OR SEND BOTH BACK TO US. DELIVERY IN 24 MONTHS.

WARMTHLY YOURS,

JRD TATA

PRESIDENT

THE BOY WROTE BACK —

UNCLE JEH, THE WHEEL LOOKS NICE ON THE AEROPLANE. THANK YOU FOR PUTTING SPRING IN THE WHEEL. I THINK YOU ARE VERY CLEVER TO MAKE IT.

2000 EMPLOYEES OF TATA COMPANIES GAVE HIM A ROUSING RECEPTION TO CELEBRATE JRD RECEIVING THE BHARAT RAJINA

2000 EMPLOYEES OF TATA COMPANIES GAVE HIM A ROUSING RECEPTION TO CELEBRATE JRD RECEIVING THE BHARAT RAJINA

PADMA VIBHUSHAN — 1955

HONORARY AIR VICE MARSHAL — 1974

BHARAT RATHA — 1992

PRESIDENT

I'M GRATEFUL FOR THE LOVE AND AFFECTION. THE ONE THING THAT HAS MADE LIFE WORTHWHILE IS THE FEELING OF BEING ESTEEMED.
ADVANCING YEARS DID NOT DAMPEN HIS ZEST FOR ADVENTURE.

I CAN’T BELIEVE IT’S POSSIBLE FOR YOU TO SKI AT THE AGE OF 89.
WIN NOT?
I STARTED WHEN I WAS 41.

ON MARCH 28, 1991, JRD STEPPED DOWN FROM THE CHAIRMENSHIP OF TATA SONS.
I PROPOSE THE NAME OF RATAN TATA AS MY SUCCESSOR.

RATAN TATA TOOK OVER BUT JRD WAS STILL CONSULTED ON MAJOR ISSUES.

IN NOVEMBER 1993 JRD WAS AT SWITZERLAND FOR HIS USUAL ANNUAL HOLIDAY.
WHAT DO YOU MISS MOST AT THIS AGE?
SKIING, FLYING AND FAST DRIVING.

AT HEART HE WAS ALWAYS YOUNG. HE LOOKED FORWARD EAGERLY TO THE 21ST CENTURY AT THE AGE OF 87.
IMAGINE! WE WILL BE ABLE TO TRAVEL FROM LONDON TO NEW YORK IN AN HOUR AND A HALF!

IN NOVEMBER 1993 JRD WAS AT SWITZERLAND FOR HIS USUAL ANNUAL HOLIDAY.
WHAT DO YOU MISS MOST AT THIS AGE?
SKIING, FLYING AND FAST DRIVING.

ANOTHER CAUSE FOR WHICH HE Fought STEADFASTLY WAS THE ECONOMIC LIBERALISATION OF INDIA.
I ONLY HOPE I WILL BE SPARED LONG ENOUGH TO SEE THAT WE ARE ON THE MARCH.

AS A RESULT OF A KIDNEY INFECTION HE WAS ADMITTED TO A NURSING HOME.