

## JRD TATA A VISIONARY NATION BUILDER

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### **Introduction:**

JRD was an interesting product of two continents. If I have any merit, it is that I adapt to people according to their characteristics. For this, sometimes I have to suppress my own feelings. It is sad but necessary. When leading, one must lead with love<sup>1</sup> He was sometimes called the chairman of presidents. We have to adapt to the person's working style and bring out the best performance in that person. Controlling one's own emotions, though distressing, is essential to success. Leader must be human."<sup>2</sup>

Overall his skill in handling his teammates shows that he was a gentleman who carried the organization though handling the best of us was not easy, JRD stood above the others as his excellence attracted famous people not only in India but also in the world including Homi Bhabha, Ardeshir Dalal, Nani Palkhiwala, Fradi, Mehta Sumant Mulgaonkar, Rajaramanna, Darbari Seth, Neville Vincent, along with many foreign veterans are seen to be attracted forever.

Because of the respect JRD had originally acquired, his Shiledar and Sargent"<sup>3</sup> He developed the Tata culture with many such Examples like Mr. J.D. Chowkshi was Tata's lawyer and sales consultant who used to give time to Tata group of companies only as per work requirement but after spying on him JRD appointed him as full time director. Prepared to accept the position.

Sumant Mulgaonkar, who was working as an Executive Director in SSC Company, was spied by JRD and appointed to Tata. Mr. Pendse stated that this was the best performance of JRD's work "In a large organization like ours it is easy to find suitable jobs for meritorious persons. We have to find such persons and pick them up quickly before the other corner or someone else will pick them up."<sup>4</sup>

"He was well aware of the tragedy of allowing a person to grow into a banyan tree and to keep so many with him, yet he appointed more than a hundred such directors and, being personally intimate with them, he did a remarkably accurate job of bringing them all along."<sup>5</sup> Whether inside or outside the industrial conglomerate, the JRD spied personalities enriched not only the Tata Group but also the political and economic life of India. "There is an abnormality hidden even in the common man, only he should be encouraged and worked out of it."<sup>6</sup> He tried to mobilize the energy of Indians through his industry.

### **Biography**

"RD and Suni had their first daughter named Sila and Jahangir was born on 26th July 1904, affectionately known as 'Jeh'. Later, the boy became world famous as J.R.D."<sup>7</sup> Having spent most of his life with his mother, he was influenced by the French language. Half of Jeh's childhood was spent in Paris. According to JRD, his mother was very resourceful intelligent and adaptable lady. Due to his father's business, Jeh's primary education was in France. 'Jeh was

fascinated by airplanes from his childhood. Jeh used to dream of becoming a pilot when he grew up.<sup>8</sup>

Much of Jeh's education was in France, England and Japan. In order to improve his English before going to Cambridge he was sent to an English Grammar School. JRD's education was regularly disrupted. After his mother's death, JRD settled permanently in India because of his father's wishes and his declining health. All in all, this was a time of great prosperity for Jeh as Jeh had become the head of the family at the age of twenty-two.<sup>9</sup> In March 1991, Jahangir Ratanji Dadabhai Tata retired as the head of the Tata group. He was appointed as the chairman of Tata Sons in 1938. He led the group for 53 years. He passed away on November 29, 1993 at the age of 89, about two and a half years after his retirement.<sup>10</sup>

JRD, who succeeded Navroji Saktwala as the Chairman of the Tata Group, initiated revolutionary changes in the Tata Group of Industries. Earlier there were no pre-planned tasks and plans for employees for all the giants included in this Tata industrial group, but JRD succeeded in instilling in its officers the feeling that Tata's work was the country's work and that they would contribute to nation building. He inculcated in his officers the idea of how creative the role of the members of his group is in the gratitude of the nation by giving them authority and freedom and created immeasurable wealth for India not for Tata but for India.

He established the idea that industry is for social foundation and only through them we can make our nation prosperous. Such a great man was appropriately felicitated "on 26th January 1992 by President R Venkataraman with the highest civilian honour, Bharat Ratna".<sup>11</sup>

### **Contribution of JRD Tata**

JRD's contribution to the overall structure of modern India has always been incalculable compared to other contemporary industrialists and entrepreneurs. He always tried to enrich India in economic, social, educational, cultural, agricultural, commercial and scientific fields by adding policy to Tata industry to build India's prosperous economy. We will target some important elements among them

#### **1) A team of experts began to be assembled within the Tata Group**

JRD Tata, "After becoming the Chairman of the Tata Group, he gradually built up a team of permanent experts within his group, permanently breaking the tradition of consulting experts only when needed."<sup>12</sup> It was JRD's insistence till the end that expert councils advising the Government of India should be permanent in its group. For that he endured many indignities on occasion. As a result, Tata has provided many experts to the Government of India from time to time. The Government of India always sought expertise from Tata.

Apart from his friendship with selected veterans, he tried to keep people together over the years by building personal relationships. He created a kind of family feeling in everyone, be it his colleagues or others. "This same spirit permeated from the executive down to the grassroots working class creating a harmonious atmosphere at the workplace that in fact became the Tata culture".<sup>13</sup>

#### **2) Department of Statistics**

JRD Tata was the first in India to gather statistical information in industrial groups and provide management based on that, keeping in mind the need for statistical knowledge in the industrial sector during that period. "JRD appears to be the first attempt to

make statistical knowledge available in our industry management to a greater degree than the value given to statistical knowledge, especially in the government sector. According to Shri YS Pandit "JRD was always hungry for numbers based information".<sup>14</sup>

JRD pioneered the practice of using statistics based information by industrial organizations in India. JRD tried to drive his industry group forward in terms of innovation using statistical information Shri Y.S. According to Pandit "the numerology-based information we collected on various subjects at the Tatas' Bombay House was greatly appreciated not only in India but also in the region".

"The information made available to the Tata directors was a treasure not only to the Tatas but also to Indian businessmen, entrepreneurs and government officials".<sup>15</sup>

If Tata Group is to expand globally then Tata Group should have some visionary projects that while setting up a new project, JRD was the first to set up a Statistics Department within its Industrial Group as compared to the Industrial Group. GRD appointed Mr. YS Pandit who was in government service to Tata Industries for the Statistics Department.

If decisions are taken on the basis of proper statistics, not only the construction of the project but also the expansion of the project can be greatly expanded and statistics are very important in terms of product sales and profitability. The department was known for getting very accurate statistics at a moment's notice when construction decisions were made at the earliest.

After some time, Finance Department was added to this department. YS Pandit managed this department for 28 consecutive years with great skill and made this department famous. Pandit was appointed as Statistical Officer by GRD in 1940. Pandit, who was previously working as a labour officer in Mumbai region, reached the position of Tata's financial advisor with his skills<sup>16</sup>Y.S. Pandit joined Tata as a director. He made the Department of Economics and Statistics famous not only in India but also in the world.

### **3) Tata Administrative Services**

Originally, JRD's vision was always based on present and future realities while implementing the expansion plans of its industrial group. Tata Administration Services was born from that root".<sup>17</sup> While the subject of management science did not exist as a subject of study in that era, he created a management department in the Tata culture while working on his own experience.<sup>18</sup>

The most important work of the Tata Administration Department is that this department trains the new entrants to the Tata Group into the actual Tata industries by imparting training here. Tata's concept of imparting administrative experience was initially scoffed at by some directors. But JRD, who has rich experience of the whole world, tried to expand the horizons of Tata by building this division. The candidate trained by Tata Administration Services became the revenue generator of not only the Tata Group but also the country.

JRD has always continued its search for expert and experienced person to train in such a training institute and never let it stop. He had to face a lot of opposition in the initial stage to build this department. However, after the establishment of Tata Administrative, highly ambitious, experienced and trained candidates became the priority of Tata.

#### **4) Public Relations Department**

"This public relations department set up by JRD was a first of its kind experiment in the country"<sup>19</sup> The specialty of the Public Relations Department is that the Department has been radical in creating an environment full of friendship and harmony among all the colleagues in the Tata Group. The purpose behind this public relations department was to ensure that there was no scope for internal strife and conflict. JRD handed over the reins of this Public Relations Department to Mr. Minu Masani, a very intelligent, conscientious and efficient officer.

Under the leadership of Minu Masani, this department created an atmosphere of joy and excitement throughout the Tata industries. In this work, JRD always stood by Minu Masani.

#### **5) Tata Management Training Centre**

The information made available to the directors became a treasure not only to the Tatas but also to Indian businessmen, entrepreneurs and government officials".<sup>20</sup>

For this, the Tata Management Training Centre was established. The objective of JRD for establishing this Tata Management Training Centre was that after working for ten to fifteen years, the employees and executives do not come forward to accept the knowledge of innovation and rich experience. But such efficient and experienced officers also need training.

Whether it is a top executive or a middle or junior employee, bringing together the most important to create dialogue, exchange ideas, discuss various issues, find solutions, and provide training and guidance at a separate location will greatly improve the performance of employees. When he created the Tata Management Training Centre for this purpose"he rented the Turf Club in Pune for a month and brought together all the top middle and junior executives of the Tata industry to interact".

JRD took help of John Mathai for this work Mr John Mathai had a positive discussion with all the officers and created an atmosphere of new spirit among them. This Tata Management Training Centre, established by JRD, started the practice of training organizations not only within the Tata Group but also outside the Tata Group on a regular basis. "In 1987, when Rajiv Gandhi was Prime Minister, even high-ranking officials such as Chief Secretaries of the Centre and States were sent for training at the Tata Management Training Centre".<sup>21</sup>

Overall, this view of JRD highlighted the need for training not only in the industry but also in the government sector. As a result of the government sending its officials to Tata Management Training Centre for training from time to time i.e. it is seen that along with the expansion of the functional areas it has improved greatly and the work has gained dynamism.

#### **Summary**

JRD was not one of the nominal chairmen. Earlier, JRD changed the pattern of Tata chairman being the chairman of all the Tata companies Jamshedji was the biggest influence on JRD. who always tried to do whatever was best for the industry group. He removed himself from many positions and appointed many new directors in the Tata Group and made the Tata Group an asset to the nation.

He always asked the question of what the nation needed and JRD was always two steps ahead of others to fulfil the need of the nation. In every meeting of the Tata company, he always asked the question of what India needs, which is what is best for India and what is best for Tata.

During the period from 1939 to 1991, JRD piloted the Tata Group. His fame was and always has been unusual, with Tata at the centre. A global personality, JRD played an important role in the Nation building of India and has always been seen as central to the formation of the Tata Group. JRD believed far more than Jamshedji Tata that the whole purpose of his business was to serve society.<sup>23</sup> JRD's philanthropic policy is appreciated not only in India but also in the whole world. India will get independence and made significant contribution in all fields not only financial but also to empower India to become economically strong.

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