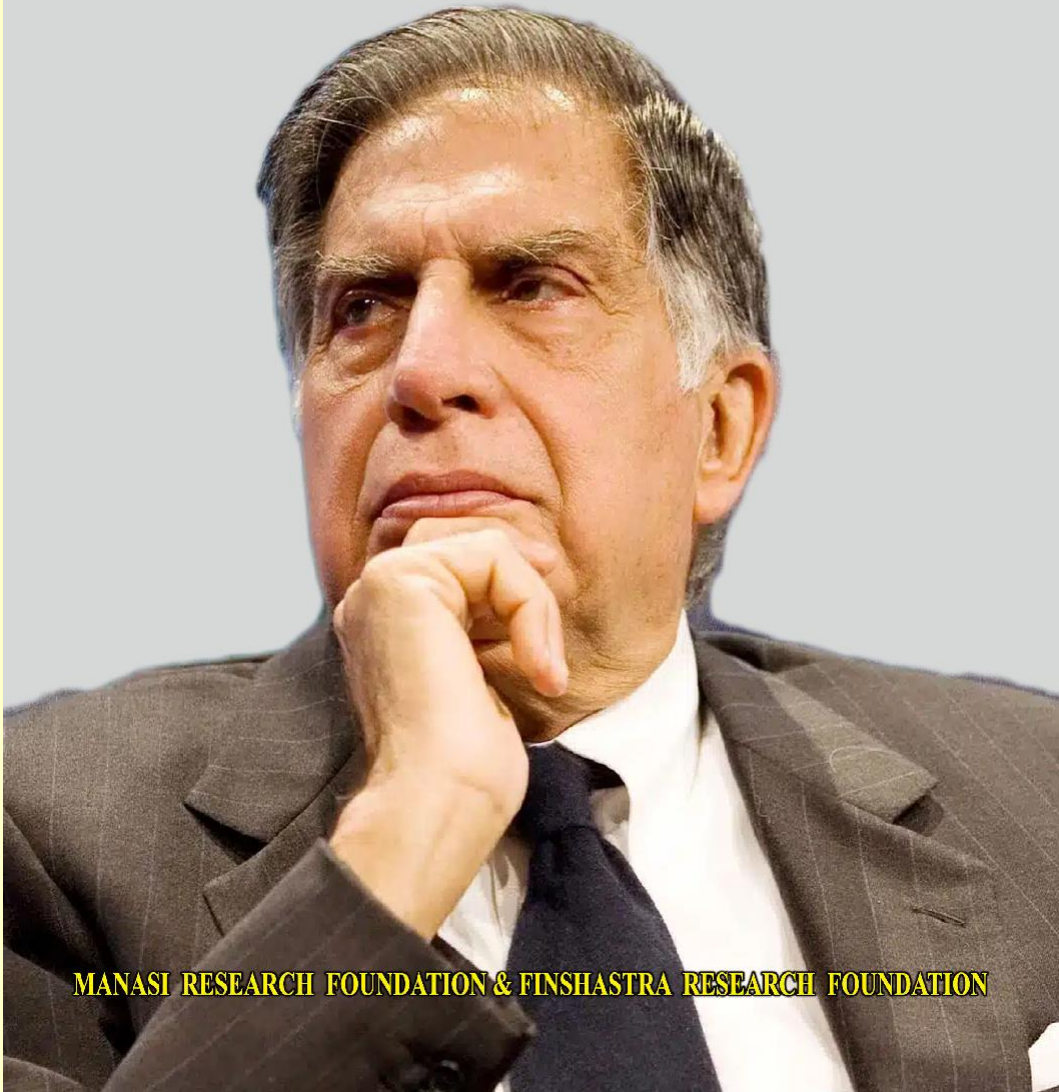


*Leader of Leaders*

RATAN TATA



MANASI RESEARCH FOUNDATION & FINSHAstra RESEARCH FOUNDATION



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# **Leader of Leaders RATAN TATA**

**Published By**

**Manasi Research Foundation  
&  
Finshastra Research Foundation**

**Address: 22/4 Verner Lane, Belgharia,  
Kolkata - 700056**

**Email :** [manasimrf2014@gmail.com](mailto:manasimrf2014@gmail.com) / [finrfoundation@gmail.com](mailto:finrfoundation@gmail.com)

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## Preface

It is with immense pride and gratitude that we present this book titled “A Leader of Leaders: Ratan Tata – A Visionary.” This book is not only a tribute to one of India’s most iconic personalities but also a collection of reflections and experiences from various business and industry leaders who have been inspired by Sir Ratan Tata’s unparalleled leadership and visionary approach.

Sir Ratan Tata’s influence transcends industries, geographies, and generations. Through his ethical practices, innovative thinking, and compassionate leadership, he has set new benchmarks in the world of business. His decisions have often been guided not only by profit but by a deep sense of responsibility toward society—a rare quality in today’s world.

This book goes beyond chronicling his achievements. It brings together the personal anecdotes and perspectives of those who have had the privilege of working with him, learning from him, or simply being inspired by his journey. These stories provide a unique lens through which to understand the profound impact he has had on shaping businesses, building leaders, and creating a legacy of excellence and service.

The reflections shared in this book underscore Sir Ratan Tata’s ability to lead with humility, inspire innovation, and instill confidence in those around him. Whether it is his bold vision for global expansion, his commitment to ethical practices, or his dedication to uplifting society, every chapter reveals the essence of a man who has consistently put purpose before profit and people before power.

I hope this book serves not only as a source of inspiration but also as a guide for aspiring leaders, entrepreneurs, and individuals who wish to make a meaningful impact on the world. As you journey through these pages, may you find in Sir Ratan Tata’s story the courage to dream, the wisdom to lead, and the resolve to make a difference.

With immense admiration and respect,

CMA Manas Kr Thakur

Chairman Finshastra Research Foundation

Chairman Manasi Research Foundation

## The Jewel of India : Ratan the Titan

**Bikram Sarkar**

**Retd IAS Ex chief secretary Commerce & Industries Govt. of West Bengal**



Ratan Tata (1938-2024), the architect by nature and also by training, created a unique signage for India among the international Conglomerate in quite a large number of business and industries by his grit, determination and always an ever-smiling countenance with a human touch.

His philanthropy made a Space for himself in the hearts of millions of the people he touched. His faith in humility and unflinching humanitarian approach of carrying the people working with him automatically made the paths in making and running of industries with a Midas-touch.

Ratan was a firm believer in discipline and sincerity liked up with strategizing with a foresight in conceptualizing the development of myriad new Projects in India and abroad. With these qualities Ratan Tata proved time and again his leadership ability. I am told, he was a great leader who would not spare himself if it was a question of talking responsibility or his own mistakes. A stickler to punctuality, he respected the worth of time of the others as well.

I had opportunity to meet him during my days when I was the Secretary, Department of Commerce & Industries, State Government of West Bengal in the early nineties of the last century, when Tata were a partner with state of West Bengal for setting up an important joint Venture of Haldia Petrochemicals project. This brief meeting left a lasting impression that whatever he says was with utmost sincerely and outstanding attitude of frankness - that makes him a creator, builder and leader. Excellence is the Keyword in everything he did in his life. He left no stone unturned in pursuing any endeavor he believed in. That made him the undisputed leader.

“None can destroy iron, but its own rust can! Likewise, none can destroy a person, but their own mindset can.”



## Ratan Tata – India’s First Global Brand Ambassador

Aditi Nundy

Managing Director Dayco India



“The 26/11 attacks impacted the hospitality end of our business, the steel market collapsed worldwide, the banking system vaporized; so we got hit in the worst way from all sides. I had in fact, a double responsibility. One is to see the companies through and secondly, to make sure it did not in any way endanger the security of Tata Sons. I think that is my toughest period...”

The best way to portray Ratan Tata is in his own words, as expressed to NDTV two years later when India’s security was the worst hit ever! A pillar made of steel stood behind the Tata Empire, the families, and the entire country, full of spirit and support! The families of Tata employees who lost lives to the terrorists received the human life value of their lost ones. The iconic Taj Hotel was in fumes, but was up again in full spirit in a month, as if nothing was lost, and India’s image was rebuilt in the global scenario.

Ratan Tata took over Tata Sons after the death of the legendary JRD, at a time when the country opened its door to the world economy. For the country, the situation was not a choice, but a compulsion, to come out of the domestic economic crisis. Ratan Tata acted as a pillar in that context too. India has known him as a strong shoulder to count on, and later the world relied on the same story.

It may sound like a coincidence that Ratan Tata took the leadership of the Tata empire in 1991, and India opened up for globalisation in the same year. India needed to increase its foreign exchange reserve, but when the economy was not so good, any capital inflow would have an extra cost, often unjustified. Ratan Tata thought a bit differently. He thought of building a strong Brand India, to reverse the story.

The journey against the tide began in 2000. Tried and failed once in 1995, Tata didn’t give up. Investing £271 million, or about \$432 million, Tata Tea acquired Tetley and started its journey as a global competitor at the beginning of the new millennium. It was India’s largest overseas acquisition at that time.

In 2007, Tata Steel acquired the British-Dutch steel producer Corus. This time the deal was much bigger, at \$12 billion. The company would be renamed Tata Steel Europe in September 2010.

Then came the global recession of 2008 and Ford was on the verge of bankruptcy. Ford chairman Bill Ford thanked Ratan Tata, saying, “You are doing us a big favour by buying JLR”. In a \$2.3 billion all-cash deal, two iconic brands in the Ford portfolio — Jaguar and Land Rover were acquired by Tata Motors.

“Take the stones people throw at you and use them to build a monument.

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In 1999, it was a different ball game for the Tatas. Probably, when Ratan Tata realised the importance of building India's global brand! After the launch of Indica, Tata Motors needed capital and approached Bill Ford for a strategic alliance. It wasn't a nice experience for the Tata Motor team at Ford Motors. The deal not only failed but it nailed the Tata Group's self-respect. It made the engineer-turned-architect Ratan Tata more focused on turning failure into success.

When Jaguar was acquired, the brand could barely sell 50000 units across the globe, due to dated technology and fuel inefficiency. Ratan Tata himself travelled with the team of experts across the US meeting dealers and taking feedback on the Jaguar Land Rover brand. According to an article by Forbes, Tata Motors focused mainly on three areas - improving liquidity, costcontrol and new products. The period was longer for Tata Motors, but it worked well when consumers started preferring SUVs over Sedans.

On being awarded a Bachelor's degree in Architecture in 1962, Ratan Tata joined Tata Group as an assistant in Tata Industries and spent six months as a trainee in the Jamshedpur Plant of Telco to begin his career. On completion of 50 years with the Group, he stepped down from the Chairman of Tata Sons to bring in the first external chairman Cyrus Mistry. The selection might not work initially, but the demutualisation of the ownership and operations was indeed the most sensible decision and the need for the day! Natarajan Chandrasekaran certainly succeeded Ratan Tata prudently and played a pivotal role when digital transformation and innovation became key to the success of an industry.

“I don't believe in taking right decisions. I take decisions and then make them right.”



## India Icon Ratan Tata A leader of leaders, an untold story

**CMA Ajai Dwivedi**  
**General Manager Matix Fertilizers & Chemicals Ltd.**



Ratan Tata is legendary, no one can describe him. I am the third-generation employee, although I have worked for 12 years only in Tata group but got a full insight and understanding about the group and especially about the person who runs the show. I was not so lucky to see him any time. Sharing two of the incidences which I cannot forget, these are as-

During my job I got an opportunity to visit the Bombay House, which is the head quarter of Tata group, I was supposed to enter the main entrance, seen that seven numbers of street dogs were taking rest in cool environment. It was a surprise for me that in such a big business house what they are doing and how they are allowed to enter the mansion. With curiosity, I have asked one of my colleagues and again surprised that, it is the instruction by the Honorable Ratan Tata that these dogs are to be taken care in all respect, and for this during renovation a dog kennel was built inside which include bunk bed, bathing area and climate control system. Recently I came to know that he has invested crores of rupees for a specific hospital for dogs in Mumbai.

He is the man who was having in depth thought for the country and its farmers. In the city of steel, a small unit was created who use to produce the equipment which is to be used by the farmers, and it is named as TATA AGRICO. It was a beginning. Further he invested in a plant for manufacturing Urea and bought a plant which was in the production of another fertilizer called DAP (Diammonium phosphate). Maybe it is not known to all that when group was planning to establish Urea manufacturing facility, the foreign currency reserve in the country was very poor, under his guidance it was decided that all the equipment will be arranged from India (indigenous) only except some critical equipment which may be critical from safety aspect. And a success story came into the picture, almost 90% equipment arranged from Indian suppliers, and we can say that was actual Make in India in 90s.

The stories are endless.....

“The day I am not able to fly will be a sad day for me.”

## Ratan Tata - A Beacon of Inspiration and Philanthropy

**Ajay Agarwal**

**Director (Finance)**

**Security Printing & Minting Corporation of India Ltd.**

**Miniratna Category – I, CPSE**



Ratan Tata, a name that resonates with excellence, innovation, and philanthropy, stands as one of India's most esteemed business leaders. Born into the illustrious Tata family on December 28, 1937, his journey from a young man to the Chairman of Tata Sons is a testament to his unwavering commitment to values and visionary leadership.

During his tenure as Chairman from 1991 to 2012, Ratan Tata transformed the Tata Group into a global giant, expanding its reach into diverse sectors such as manufacturing, information technology, telecommunications, and retail. His strategic foresight led to ground breaking initiatives, including the launch of the Tata Nano—the world's most affordable car—which epitomized his dedication to innovation and social progress. Ratan Tata believed in creating products that not only met market needs but also had the potential to uplift the lives of the underserved.

What sets Ratan Tata apart is not just his business acumen, but also his deep-rooted sense of ethics and responsibility. He firmly believed that the purpose of a business extends beyond profit margins to include the well-being of society. Under his guidance, the Tata Group has been at the forefront of Corporate Social Responsibility (CSR) initiatives, investing heavily in healthcare, education, and sustainable development. The Tata Trusts, which hold a significant stake in the group, have played a crucial role in effecting positive change, impacting millions of lives across India.

Ratan Tata was a leader who embodies humility and compassion. His approachable demeanor and genuine concern for people have made him a beloved figure, not only among employees but also among the general public. He regularly engaged with young entrepreneurs and future leaders, inspiring them to think big, act with integrity, and make a difference in their communities. Ratan Tata exemplifies the idea that true leadership is not about authority but about empowering others to achieve greatness.

“The strongest thing I ever did was to show my emotions to the world.”

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In addition to his business successes, Ratan Tata's philanthropic efforts have garnered significant attention and respect. He believed in using his resources to address societal challenges, advocating for the welfare of marginalized communities, and promoting education and healthcare access. His commitment to philanthropy reflects a profound understanding of the interconnectedness of business and society.

Throughout his journey, Ratan Tata has faced challenges and setbacks, yet he has always emerged stronger and more determined. His resilience serves as a powerful source of inspiration for individuals facing their own obstacles. He consistently reminds us that perseverance, ethical conduct, and a commitment to social responsibility can lead to transformative change.

With his recent passing, there is a huge void in Indian business canvas. Ratan Tata was not merely a business icon; he was a visionary who has shown that leadership is about purpose, impact, and service. His legacy is one of integrity and compassion, inspiring generations to come. As we navigate the complexities of the modern world, Ratan Tata's life serves as a guiding light, encouraging us all to strive for excellence while keeping our hearts attuned to the needs of humanity.

“In the end, we only regret the chances we didn't take.”

## Ratan Tata: An Icon of Leadership and Integrity

Arindam Das

Head - Process and Control Improvement United Breweries Ltd



Ratan Tata has always been an idol for me—a figure of inspiration since my early days. His values, leadership style, and approach to business have left a deep impression on countless individuals, including me. I have admired how he upholds the principles of integrity, humility, and innovation while fostering respect and inclusivity.

My admiration for Ratan Tata and the Tata Group runs so deep that in 2007, I was thrilled to be offered the position of Finance Manager at Tata Motors in Jamshedpur. It was a prestigious opportunity and one that I had dreamed of for a long time. However, family responsibilities took precedence, and I made the tough decision to stay in Kolkata at my father’s wish. While it wasn’t easy to let go of such a role, I have no regrets because I believe in prioritizing family values, something I imagine even Ratan Tata would respect.

That experience, however, offered me a glimpse into the ethos of the Tata Group. The interview process was meticulous yet respectful, and the facilities and focus on people management were truly commendable. What stood out was the respect that employees and stakeholders had for the Tata name—testament to the leadership of Ratan Tata.

One of the most defining moments in Ratan Tata’s career, for me, was his handling of the Nano factory issue in West Bengal. Despite significant challenges, protests, and political complications, he navigated the situation with grace and calm composure. When it became clear that continuing in West Bengal was no longer feasible, he made the hard decision to relocate the factory to Gujarat. It was a masterclass in balancing firm resolve with dignity—a trait that few leaders exhibit today.

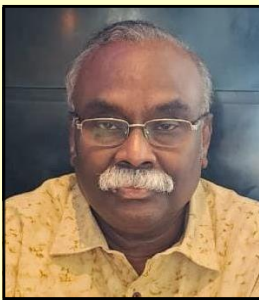
What makes Ratan Tata unique is not just his business acumen but his character. He embodies humility, avoids controversies, and maintains a calm, composed demeanor even in the face of adversity. In a world where public figures often seek attention, Ratan Tata stands apart as a true gentleman and a rare figure of integrity.

For me, Ratan Tata represents not just a business leader but an icon of humanity and values-driven leadership. Though I missed the chance to work directly with the Tata Group, my respect for him and the organization remains undiminished.

“Ups and downs in life are very important to keep us going because a straight line even in an ECG means we are not alive.”

## Ratan Tata: A Visionary Leader and His Contribution to Healthcare

**Dr. M. Arulpitchai Narayanan**  
Chairman, Arma Medical Foundation



Ratan Tata, one of India's most respected business magnates, is celebrated not only for his transformative leadership of the Tata Group but also for his profound commitment to social causes. He is a philanthropist who has significantly transformed the Tata Group and made substantial contributions to healthcare in India.

### **Visionary Philanthropy**

Ratan Tata's philosophy of "giving back to society" is deeply rooted in his actions. He believes that the true measure of success lies in the lives transformed by one's efforts. His leadership ensures that the Tata Group and Tata Trusts continue to prioritize healthcare, education, and social welfare.

### **The Tata Legacy in Healthcare**

The Tata Group's involvement in healthcare dates back to the establishment of the Tata Memorial Hospital in 1941, a center dedicated to cancer treatment and research. Ratan Tata has carried forward this legacy by reinforcing the group's commitment to affordable and accessible healthcare in India. Under his leadership, the Tata Trusts—a principal shareholder in Tata Sons—have expanded their scope to address some of India's most pressing health challenges.

Tata's approach to healthcare has been characterized by a focus on accessibility and affordability. The Tata Trusts have implemented numerous health programs targeting rural and underserved communities. For instance, they have supported mobile health clinics, eye care programs, and initiatives to improve maternal and child health in remote areas of India.

### **Healthcare Innovation and Technology**

Ratan Tata has also emphasized the importance of leveraging technology to revolutionize healthcare. The Tata Trusts have supported telemedicine programs that connect rural populations with urban medical experts. These initiatives ensure timely diagnosis and treatment for remote communities that otherwise lack access to specialized care.

"I do not know what the future holds, but I do know that I'm going to be positively surprised."

### **COVID-19 Relief Efforts**

During the COVID-19 pandemic, Ratan Tata's leadership was instrumental in the Tata Group's swift response to the crisis. The Tata Trusts and Tata Group collectively pledged significant funds for pandemic relief, including the procurement of medical equipment, establishment of quarantine centers, and vaccine distribution efforts. This contribution underscored the group's unwavering commitment to public health in times of crisis.

### **Mental Health Advocacy**

Under Ratan Tata's guidance, the Tata Trusts have also addressed mental health, a historically neglected aspect of healthcare in India. Initiatives like iCall, a mental health helpline, and collaborations with mental health organizations aim to provide accessible counseling services and reduce the stigma around mental illness.

### **Conclusion**

Ratan Tata's contributions to healthcare exemplify his broader vision of an equitable society where everyone has access to essential services. His initiatives have not only enhanced healthcare infrastructure in India but also inspired others to contribute to this critical sector. Through his unwavering dedication, Ratan Tata has left an indelible mark on the healthcare landscape, earning him admiration as a true humanitarian and visionary leader.

"If you want to walk fast, walk alone. But if you want to walk far, walk together."

## Ratan Tata an iconic industrialist

**Ashoke Ranjan Thakur**

Ex VC of MAKAUT, Ex VC SNU



The Wikiedia describes Ratan Naval Tata(28 December 1937 – 9 October 2024) as an Indian industrialist and philanthropist. He served as the chairman of Tata Group and Tata Sons from 1991 to 2012 and he held the position of interim chairman from October 2016 to February 2017. In Bengal his name resonates with the fiasco at Singur where the Nano factory was to be located but had to be shifted to Gujrat because a movement to stop the factory was organised that eventually led to the collapse of the Left Front Government who had been in the Government for 34 years. I have two stories to narrate, the first was when Ratan Tata having risen through the ranks was invited by JRD to take over the reins of Tata industries which Ratan said was almost

like a shock to him, JRD also insisted that Ratan shift himself to his office which Ratan refused showing a firm belief in the maxim that it is not the chair that glorifies the person but it is the person who lends glory. Here an interesting episode that caught my attention was when JRD was asked by a chirpy young interviewer in a television show how come he was the chairman of Tata Steel and did he know how to make steel. JRD answered with a twinkle in his eyes that no he did not know how to make steel, but he knew the persons who could make steel. This was true for Ratan as well. His wish to launch Nano was to provide people in the rural background moving their entire family in a motorbike passing through the narrow roads to an affordable car. May be the sales pitch was wrong but the empathy was not to be missed. What is quite often forgotten is that in order to make Nano they had to do integrative engineering in order to bring together the different systems which had been developed under differing conditions together to create this new design. I am told that 19 or more attempts had to be taken to achieve this and this was the brain work of engineers from private technology college in and around Pune. The slide of Bengals economy since the days of driving out Nano is fairly well known but what is less understood is the missteps that followed the saga showed a decline in the management principles that led to this disaster. Notwithstanding this Tata did set up the Tata Medical Centre for treatment of cancer patients in New Town area which goes to show that just because someone behaves adverserially a true industrialist looks at the opportunity to do his work. I believe this is the greatest take home lesson for all of us from the life of Ratan Tata.

“The only way to win is to not be afraid of losing.”



## The Leader's Leader

**Anjan Kumar Dey**

**Ex Executive Director, Damodar Valley Corporation, Ministry of Power, GOI**



I still remember a discussion at a dinner party in January 2009 during a visit to Bhopal for a National Level Seminar organized by BHEL and the topic of discussion was Singur - "Tum BangalilokBhddhuho, Tata koBhagaDiea. He is the God of Industry." The other one commented - "Thanks to all the Bengalis for ill-treating industrialists. Your loss is our gain."

Ratan Tata's forward-thinking vision and contribution for social and economic upliftment of middle class was evident in the ambitious plan for the Tata Nano Project in Singur. In 2006, Tata Motors announced the Nano project- a revolutionary car priced at just Rs 1 lakh – aiming to make vehicle ownership accessible to millions of Indian families. This initiative was a beacon of hope for revival of industries in West Bengal with many people believing it would transform Bengal's anti-industry image. However, the dream was cut short when Tata announced the pullout from setting up the car factory at Singur, on October 3, 2008. Bengal lost the opportunity to establish Singur as an industrial hub akin to Jamshedpur in Jharkhand. Its industrial aspirations suffered a terrific setback. From Tata Motor's perspective, although the Nano held sentimental value as the "people's car," the project faced insurmountable challenges. Ratan Tata prioritized the company's fiscal health and reputation over sentimentality. Even after relocation of the project from Singur to Sanand, when the project encountered logistical hurdles, Tata's resilience shone through. He maintained that ethical decision-making and long-term vision. While describing how leaders frequently face difficult decisions in isolation, particularly in challenging times, he remarked, "It's almost an occupational hazard,"

Ratan Tata was a firm believer in the power of hard work. One of his famous quotes reflects that ideology- "I don't believe in taking the right decisions. I take decisions and then make it right". As a global visionary, he has consistently reshaped corporate strategy. In a world that prioritizes profit, his legacy reminds us to maintain high business ethics and stay rooted towards people. His work inspires others to rethink their management strategies. His vision is very clear "I have always been a risk-taker. I don't believe in the path of comfort"

He consistently embraced innovation. His vision led Tata Electronics to enter the semiconductor business with an investment of Rs 27,000 crore creating approximately 27,000 direct and indirect jobs. His bold move to acquire the struggling Jaguar and Land Rover from the Ford Motor Company in 2008 was doubted by many industry experts. However, his strategic vision paid off as JLR's business saw a turn-around and eventually it became a prestigious part of Tata Motors. On another front, he introduced an unique project called Moto paws, which provides reflective collars to stray dogs to protect them from accidents. These actions reflect the exemplary leadership style of Ratan Tata highlighting his commitment to ethical practices, innovation, and social responsibility. His visionary leadership has transformed India into a Global Powerhouse. His remarkable corporate and philanthropic journey not only reshaped the industrial landscape but also set new standards of Indian Industry. Ratan Tata remained humble throughout his life. He was often spotted sitting next to his driver in the car. He once said "No Nobel Laureate says that he or she won a Nobel. So be humble."

"The greatest failure is not to try."

## Remembering Human Values...remembering CMA Rajneesh Kumar Jain President and CFO Reliance Jio



Ever since Shri Ratan Tata, India's Pride, breathed his last, umpteen stories about him has covered entire social media channels. I have never observed such profound remembrances and messages on any Celebrity from any field in my lifetime.

While remembering Shri Ratan Tata, the following photos were circulated widely among others.

1. Shri Ratan Tata celebrating birthday with his assistant with a small cake pastry.
2. 83 years old Shri Ratan Tata travelling 150 kms by car to visit house of his colleague in Pune during covid who was ill for last two years.
3. Shri Ratan Tata kneeling down for a photograph with MBA graduates.
4. Shri Ratan Tata's love for dogs and ensuring kennel for stray dogs while Bombay house was being renovated.
5. Lastly, Shri Ratan Tata sitting down on the floor.

These pictures shows his humility, care, compassion and above all human values which were the reason for people across generations pouring their love for departed soul.

“From now on, no motivational speech shall be complete without mention of Shri Ratan Tata.”

In the world which is laced with animosity, hatred and competition which gets reflected in social media creating bitterness and anger in our mind, social media posts on Shri Ratan Tata were a cooling balm.

I am sure there are many such noble acts by commoners too which does not find its path and mention on social media. At a time when humanity and human values has become a rare commodity, let us find such examples on care and compassion. That would be the best homage to India's Ratan, one and only Shri Ratan Tata.

“I don't believe in leaving things to luck. I believe in hard work and preparation.”

## A leader of leaders: an untold story

**Dr Sharmistha Banerjee**

*Professor and Head, Department of Business Management*

*University of Calcutta, India, Respected Mr Ratan Tata*



This letter will be sent through clouds to find you in your new home, because you taught us to "Move with Meaning" (TATA ev).

You are THE one industry leader who expressed your life's values in one-liners that touched every soul, your beliefs were the bottom lines of the companies you spearheaded. So the quotes that will aspire us are ingrained in the taglines of the organisations that carry your vision and assure all stakeholders, "COUNT ON US" (Tata Capital).

We associate your name with a tagline of Tata Chemicals, that was unprecedented in its times: THE COMPANY THAT CARES. When you ventured into the automobile sector, your feelings of inclusivity was reflected in the tagline, "A CAR FOR THE PRICE OF A SCOOTER" (Tata nano) to "MORE CAR PER CAR" (Tata Indica). You did not fail to impress the youth or the elite, "BIG ENOUGH TO BE A PALYHOUSE" (Tata Indigo Marina). You spoke of innovation long before it became a buzz word and encouraged startups by saying, "Make your own road" (Tata Safari).

As we believe and wish the next generation to follow your footsteps in the "A dream that lives on" (Tata Trusts) and promise to "WE ALSO MAKE TOMORROW" (Tata Steel), without forgetting the strength of the inner self, "WHAT YOU DRIVE IS WHO YOU ARE" (Tata Sumo Victa).

Ta-ta, as we mean in goodbye.

"Never forget your roots, and always be proud of where you come from."

## Sir Ratan Tata (1937-2024), a guiding light of leadership, integrity and compassion.

**Jibonmoy Roy**

**Ex General Manager, Steel Authority of India**



People across the Globe were deeply saddened on October 9, 2024 by the sudden demise of India's most respected industrialist Ratan Naval Tata, the former Chairman of the salt to satellite Tata Group, comprising of nearly 30 companies with a market capitalization of close to US\$ 365 billion.

Starting his career in the Tata Group in 1962, he grew within to finally succeed Mr JRD Tata in 1991, as Chairman of the Tata Group. There was enough research to get to the bottom of the reasons why JRD chose Ratan as his successor, while there were many accomplished and experienced stalwarts like Russi Mody, Sumant Moolgaokar and Ajit Kerkar in the group at hand. It ultimately revealed the fact that Ratan was chosen for a variety of reasons, the least important being that he had a Tata surname; most definitely, it was for reasons that he had a scientific mind, a distinct vision and the potential to lead the group through the tumultuous time of economic liberalization. Acquisition of Tetley in 2002, Corus Steel in 2007 and Jaguar Land Rover, UK in 2008 proved his vision and competence to take Tata Group to global.

Apart from being an industrialist, he was also one of those rarely found philanthropists having donated around 60-65% of his income to charity. For his contribution to the Indian industry and his philanthropy, he was bestowed with the "Padma Bhushan" in 2000 and "Padma Vibhushan" in 2008, the third and second highest civilian honours awarded by Govt of India.

There were numerous rounds of interviews with this iconic Indian billionaire at different points of time, all about various stories of failure and success in his career, visions as a leader, philosophy of life, strategic plans in dynamic business scenario but over and above all, the one which would touch one's heart is enumerated below.

Sir, what do you remember as the happiest gift in your life?

Ratan Tata said:

I have gone through four different stages of happiness in life, and I finally understood the meaning of true happiness in the last stage.

The first three stages of happiness were mostly associated with the accumulation of enough wealth and resources, collection of valuables or various high valued items, owning several industries and assets but none of these achievements could ever culminate in sustainable feeling of fulfillment or true happiness that I had been aspiring all along. I realized that the luster of precious things does not last long.

**"It's not about ideas. It's about making ideas happen."**

The genuine gift of happiness I unwrapped only in the last stage when a friend of mine asked me to buy wheelchairs for about 200 disabled children. At the behest of my friend, I immediately bought the wheelchairs but my friend insisted that I should go with him and hand over the wheelchairs to the children. I readily agreed to do so. I noticed a strange glow of happiness and simplicity on the faces of all these children. I saw them all sitting in wheelchairs, moving around merrily and having all fun, giggles and laughter.

This incident filled my heart with the simple, priceless happiness that I had been desperately looking for long. When I was about to leave, one of the kids grabbed and held my legs tight and I asked the kid whether he needed anything more. His reply instantly evoked my strong emotions, left me spellbound and completely changed my outlook towards life. This child said: “I want to remember your face so that when I meet you in the Heaven, I can recognize you and thank you once again....!!”

Ratan Tata wished to be remembered not just as a successful businessman but as someone who significantly made a difference in the world. The world today mourns the loss of a true legend who left behind a legacy of humility, generosity and grace as also reverberated in his quote, “Never underestimate the power of kindness, empathy, and compassion in your interaction with others.”

“Never compromise on your values and principles, even if it’s the hard way.”

## A Moment with Eternity: Lessons from Ratan Tata, the Leader of Leaders

**Jyoti Prakash**

**Chief Financial Officer, Tata Steel UISL**



Meeting Mr. Ratan Tata was a moment that my wife and I will cherish forever. It wasn't just an encounter with one of the most iconic figures in Indian history; it was a profound experience that left an indelible mark on our minds and hearts. To meet a leader of his stature—someone who had transformed industries and inspired generations—was both humbling and enlightening. Even in those few moments, he managed to embody everything that made him a role model for millions: humility, vision, and an unwavering commitment to the greater good.

What struck me most about Mr. Tata was his simplicity. Despite being one of the most influential industrialists in the world, he carried himself with a grace and humility that is rare in leaders of his stature. He greeted us warmly, and his genuine interest in our lives immediately put us at ease. It wasn't the polished charm of a corporate executive; it was the sincere curiosity of a man who valued people above positions. His ability to connect with everyone, regardless of their background or role, was a lesson in humanity that will stay with us forever.

During our brief conversation, I had the chance to ask him for advice, and his response was simple yet profound: "Don't leave anything to luck. Prepare and work hard for what you want." Those words, delivered with sincerity, encapsulated his philosophy. His journey, after all, was not one of shortcuts or quick wins but of perseverance, integrity, and vision. He built not just a business empire but a legacy rooted in ethics and social responsibility—a rare feat in today's world.

Mr. Tata's leadership extended far beyond the boardroom. Under his guidance, the Tata Group grew into a global powerhouse, acquiring iconic brands like Jaguar Land Rover and Tetley, and expanding into steel, IT, and more. Yet, what set him apart was his focus on using business as a force for good. Projects like the Tata Nano, aimed at providing affordable mobility, and the Tata Swach, designed to deliver clean drinking water to underserved communities, reflected his belief in inclusive growth. For him, success was not just about profit but about the impact on lives.

"The value of an idea lies in the using of it."

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What truly inspired us was his commitment to the less privileged. Through Tata Trusts, he championed initiatives in education, healthcare, and rural development, touching the lives of millions. Whether it was funding cancer research, building schools in remote villages, or supporting clean energy projects, his actions always spoke louder than his words. He believed that the true purpose of wealth was to uplift those who needed it the most.

For young entrepreneurs, Mr. Tata was not just a business icon but a mentor and a beacon of hope. His investments in startups like Ola, Paytm, and UrbanClap were not merely financial transactions but gestures of faith in India's youth. He demonstrated that leadership was about creating opportunities for others, nurturing innovation, and building a brighter future.

What made Mr. Tata's leadership truly extraordinary was his ability to combine vision with values. He set a standard for ethical business practices that remains unmatched. Whether it was standing by employees during crises or ensuring that every decision upheld the group's legacy of integrity, he consistently demonstrated that doing the right thing was non-negotiable. His leadership was not about dominance but about service—a rare and powerful combination.

When news of his passing reached us, it felt deeply personal, as though we had lost not just a leader but a guiding light. Mr. Tata was more than an industrialist; he was a symbol of what India could achieve with vision, compassion, and integrity. His absence leaves a void, but his legacy will continue to inspire us to strive for excellence, not just in what we achieve but in how we achieve it.

As my wife and I reflect on that day, we feel grateful not just for the opportunity to meet him but for the lessons he imparted—lessons on humility, perseverance, and the true meaning of leadership. Mr. Tata's life reminds us that greatness lies not in titles or wealth but in the impact we leave behind. His legacy will continue to guide us, urging us to live with purpose and to lead with integrity. Rest in peace, Sir. You will always be remembered as a leader of leaders and a beacon of hope for generations to come.

“Leadership is not about being in charge.  
It is about taking care of those in your charge.”



## Indian Icon, Ratan Tata - A leader of Leaders

### Kalyan Kumar Coari

Ex-Director/Fin, Braithwaite & Co. Ltd, Ex-General Manager/Finance, BHEL



Ratan Naval Tata was born on 28<sup>th</sup> December, 1937 in Bombay (presently Mumbai), India. He faced personal challenges in his childhood as his parents separated when he was just 10. He was raised by his grandmother. He had his early schooling in Mumbai. Later he studied at Cornwell University and earned a degree in Architecture with structural engineering. Thereafter he completed an advanced management programme at the Harvard Business School.

He came back to India and joined Tata Sons in 1962. He worked in various capacities in the Tata group and finally rose to the position of Chairman of Tata Group in 1991. He was the chairman of Tata Group from 1991 to 2012 and as interim chairman from 2016 till 2017.

Ratan Tata was a great leader. During his initial days in Tata Group Companies, viz, NELCO and Empress Mills, he faced enormous challenges. Both the companies were sick and in spite of his best efforts, the companies could not be finally revived. But he quickly learned the art of managing industries. During his tenure as Chairman of the Tata group, he quickly started modernising the company. He started expansion into new sectors, and made bold acquisitions. He also restructured the management and improved the company's financial health. In the capacity of Tata Group's Chairman, he took the company to such heights that it was prestigiously recognized at the international level. He aggressively sought to expand the conglomerate, and increasingly focused on globalizing its businesses. The group acquired London-based Tetley Tea, the truck-manufacturing operations of South Korea's Daewoo Motors, the giant Anglo-Dutch steel manufacturer, Corus Group and the elite British car brands Jaguar and Land Rover from the Ford Motor Company. During this period, we used to take pride in the fact that an Indian company can also acquire such international giants. The Tata Nano and Tata Indica automobiles were conceived and built under his leadership. We felt very sorry when the Singur controversy over setting up of the Tata Nano factory at Singur, West Bengal cropped up.

Ratan Tata received many awards for his work. These include the Padma Bhushan in 2000 and the Padma Vibhushan in 2008. He was awarded the Oslo Business for Peace Award in 2010. In 2014, Queen Elizabeth II awarded Ratan Tata the prestigious Knight Grand Cross of the Order of the British Empire, one of the UK's highest civilian honours. Ratan Tata's Commitment to philanthropy was phenomenal. Over 65 per cent of his shares in Tata Sons used to go to charitable causes. His contributions have funded education, healthcare, and social development projects across the country. Tata's focus has always been on improving the quality of life for Indians. Ratan Tata made the functioning of the Tata Group more cohesive, introduced fresh thinking and fostered innovation. His appetite for calculated risk-taking, was truly extraordinary. In my opinion, Ratan Tata was a visionary leader. His legacy of compassion and innovation has made impacts over millions of ordinary lives. "I don't believe in work-life balance. I believe in work-life integration. Make your work and life meaningful and fulfilling, and they will complement each other."

"You may have to fight a battle more than once to win it."

## Indian Icon Ratan Tata - A leader of leaders - An untold story

L. Prakash

Head SCM Platforms (Hydrocarbons Business)



Indian philanthropist, visionary leader, and industrialist Ratan Naval Tata (1937–2024) made a lasting impact on Indian business and society.

Ratan Tata's leadership style is a prime example of what it means to be a visionary leader who values moral behaviour, creativity, and social responsibility. The business world will never be the same because of his ability to overcome obstacles with foresight and resiliency.

Ratan Tata was a philanthropist and visionary leader who exhibited many traits of a great leader, such as:

**1. Being humble**

Tata maintained his modesty and avoided acting superior to others in spite of his prosperity.

**2. Kindness**

Tata was kind and exhibited a strong sense of social duty. He took on projects that benefited those in need and made investments in startups that assisted the elderly.

**3. Being decisive**

Tata's decisiveness and measured risks enabled India and the Tata Group to become major actors on the world stage.

**4. Collaborative**

Tata was an active manager who offered his staff members the freedom to decide after hearing their suggestions.

**5. Communicative**

Tata had the ability to clearly communicate his thoughts so that others could comprehend his goals.

**6. Considering the big picture**

Tata was able to use strategic thinking and action to improve the standing of the Tata Group.

**7. Known for his candor:**

Tata believed that a lack of candor blocked smart ideas, fast action, and good people

**8. Building Trust:**

Tata built trust among his peer group and employees and inspired them.

“I don't believe in taking the right decisions,  
I take decisions and then make them right.”

**Rata Tata's leadership strategy**

Ratan Tata is a well-known name in the business world because of his approach to managing and leading people, which combines a number of leadership qualities and values.

**1. Leading by example:** Ratan Tata is a firm believer in establishing high standards for himself and his actions. He sets an example for others in the company by acting with the honesty, work ethic, and principles he values.

**2. Open to ideas:** Ratan Tata is renowned for being personable despite his high profile. He actively interacts with staff members at all levels and pays attention to their opinions and worries. Employee contributions are valued by Ratan Tata, who makes sure that their efforts are acknowledged and appreciated.

**3. Adaptive Leadership:** Ratan Tata is able to handle shifting market trends and corporate environments because of his flexibility.

**4. Social responsibility:** Ratan Tata incorporates corporate social responsibility into his style of leadership. He supports programs and projects that link organisational objectives with the welfare of society and benefit both the company and society at large.

**5. Creative Initiatives:** Ratan Tata supported creative initiatives within the organisation, such as the creation of the Tata Nano, the most reasonably priced automobile in the world. These projects demonstrated his visionary perspective.

**6. Philanthropic Activities:** In addition to leading his company, Ratan Tata was a philanthropist who founded the Tata Trusts and spearheaded programs to enhance healthcare and education in India.

We will never forget Ratan Tata as a brilliant leader who embodied the highest ideals of moral leadership, social responsibility, and dedication to a better society.

“I don't believe in work-life balance. I believe in work-life integration. Make your work and life meaningful and fulfilling, and they will complement each other.”

## Mamta Binani

National President (2016) of The Institute of Company Secretaries of India

### A Tribute to Ratan Tata: Industrialist, Visionary and Nation-BUILDER



If asked ever, who is your role model in Indian economy, my answer would be Ratan Tata. Such is his aura and impression left behind. He is immortal through his acts, vision and the level of compassion was contagious and sense of business blending profits and philanthropy has been a shown way for many businessmen in India and abroad. As the driving force behind the Tata Group's transformation, his legacy is a beacon of ethical leadership and innovation. Ratan Tata joined the Tata Group in 1962, starting at the bottom rung to understand the intricacies of the business. Working under J.R.D. Tata, he gained invaluable insights into ethical leadership and strategic thinking. This was picture perfect for his initiation into the business field. Ratan Tata's leadership marked a turning point for the Tata Group. He diversified its portfolio, ventured into high-growth industries, and redefined its global footprint. From steel to software, automobiles to hospitality, he ensured the group remained a leader in every sector. However, challenges do not discriminate between haves and have nots and Ratanji was no exception to it. In 1991, Ratan Tata became the Chairman of Tata Sons, succeeding J.R.D. Tata. The economic liberalization of India presented both opportunities and challenges, but he steered the conglomerate with a focus on modernization and global expansion.

Ratan Tata's leadership marked a turning point for the Tata Group. He diversified its portfolio, ventured into high-growth industries, and redefined its global footprint. From steel to software, automobiles to hospitality, he ensured the group remained a leader in every sector.

His business prowess was such that every sector saluted his name with respect and trust. In 2000, Tata acquired Tetley Tea, marking a significant milestone as the largest overseas acquisition by an Indian company at the time. The 2007 acquisition of Corus Steel catapulted Tata Steel into the league of global steelmakers. In 2008, acquiring the iconic British brands Jaguar and Land Rover showcased India's prowess in managing world-class businesses.

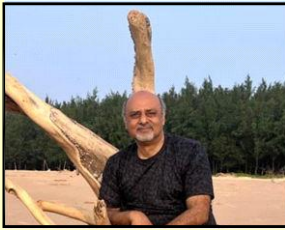
Car can be a lower income group's choice is a thought only Ratan Tata could conceive. Bringing the most innovative automobile on streets he made history. The Tata Nano, though faced with challenges, remains a symbol of innovation and inclusivity. Under Ratan Tata, Tata Consultancy Services (TCS) emerged as a global IT leader, placing India on the technology map. Similarly, Tata Motors revolutionized the automotive sector with groundbreaking products. These achievements were not his individual or his company's success but India's economy was growing on the global map with him rather he hand held Indian economy along with his vision. The Tata Trusts, controlling over 60% of Tata Sons, have transformed lives through initiatives in education, healthcare, and rural development, epitomizing corporate philanthropy. Ratan Tata's legacy transcends industries and borders. His visionary leadership, coupled with his resolute commitment to ethical practices, has left an indelible mark on India's socio-economic landscape. He teaches us that success is most meaningful when shared with society.

“When you start with a dream and work with passion, success is inevitable.”

## Architect of our Aspiration

### Mohit Ranjan Bhatta

Ex Head Engineering & Project, Tata Steel Ltd., Jamshedpur



In Jamshedpur, the sky seems a little grayer today!!  
To outsiders, he was an industrial Titan.  
To us, Jamshedpur / Tatanagar kids, he was the architect of our aspirations.  
We may not have shared a table with him, but his vision shared our dinner conversations.  
His principles weren't taught in classrooms; they were absorbed through the very air of our bustling streets.

As children, we played in the shadow of his legacy.  
As adults, we stand tall because of the foundation he laid.  
In Ratan Tata, we didn't just have a leader; we had a silent guardian who understood that true strength lies in empowering others.  
Today, we bid farewell not to a distant figure, but to the very pulse of our city.  
Jamshedpur grieves; yet stands proud - a living testament to a Man who believed in the extraordinary potential of ordinary people.

“Empathy and kindness are the greatest strengths a leader can possess.”

## Ratan Naval Tata.....A man with a vision

Mr Achyut Chandra

President East India Corrugated Manufacturers Association and Chairman,  
MSME Sub-Committees, Bharat Chamber of Commerce



The Indian Industries post-independence primarily operated under the bureaucratic and socialist ambience managing the persons in the corridors of power. Owned by various business families and run by them or their family members. A major power center in daily running these companies would be the muminjis. Managing government policies and power centers was a big boost to their revenues.

The Indian economy was also almost totally dependent on the U.S.S.R. both for technology and exports under the bilateral agreements. India was practically a satellite stooge of the USSR regime.

The year 1991 was a benchmark year in history especially for India. The mammoth powerful U.S.S.R. collapsed and broke into multiple states with obvious collapsing of their financial and military power. In India with already crumbling economy the unfortunate death of the Congress Party Chief, Rajiv Gandhi added to the woes. But a surprise compromising Prime Ministerial candidate took charge of the government and started the liberalization of the Indian economy from its past socialistic policy with strangulating rules, regulations and licenses. The year also marked the entry of the new Chairman of the Tata Group Ratan Naval Tata. He was a Harvard Business School pass out and with a worldly exposure. It showed on his vision next couple of decades.

Being a small vendor of TATA TEA in the late 1990's was waiting in the reception when a news was whispered in my ears. TATA group was selling all its tea gardens. It definitely shocked me as a vendor as it would affect part of revenue but that night, I came to a conclusion that this new Chairman was a typically rich man's boy and the TATA group is going to crumble under his leadership.

I was happily proved wrong over the years. The TATA group within two years in 2000 acquired the then world's biggest tea brand TETLEY. The Indian leading tea brand then were like LIPTON etc. In one move TATA group became a world leader in branded tea including in the Indian market. In later years the group acquired brands like Daewoo Trucks in 2004, Corus Group in 2007, Land rover & Jaguar in 2008, the biggest being just before he retired from life AIR INDIA in 2021 which was founded by his forefathers. It would not be wrong to call the TATA group the first Indian Multinational Company with operations in 160 countries with 35 subsidiaries and with a revenue of US\$165 billion. Salute to this great visionary business leader **RATAN NAVAL TATA** who had the vision to create India's first multination corporation even before his passing away made the final deal for a 27,000 crores semiconductor assembly and test facility in Morigaon. Many of the old business housed of yester years have faded out but brand TATA is now an international giant. Salute to this great visionary.

**"The biggest risk is not taking any risk. In a world that is changing quickly, the only strategy that is guaranteed to fail is not taking risks."**

## An Evening with-my Dream Personality Mr Nitin Adarkar

Ex Head - CSD Sales, VIP Industries



23 Dec 2016 was the happiest and Awesomely Wonderful evening for me as I had the privilege of meeting Mr.Ratan Tata at the ArvindInamdar Foundation Awards Distribution to Retired Meritorious Mumbai Police officers.

The late ArvindInamdar has invited MrRatan Tata as the Chief Guest for handing over the Awards to meritorious retired police officers and I was given the responsibility to receive him and escort him for the dinner arranged for a few dignitaries at the SunvillePavillion in Worli.

As I received MrRatan Tata that evening we entered the lift and when the lift stopped on the top floor

MrRatan Tata gestured me to lead the way out of the lift due to his humility and simpleness, but I refused and touched his feet requesting him to lead the way to the dinner. I was lucky to have spent an hour with him during the dinner where he enquired about my background and my family. He was happy to hear that I was helping the war widows and Disabled soldiers and he asked me to visit the Queen Mary Technical Institute for Disabled Soldiers at Kirkee Pune which is funded by his trust. I had the opportunity of meeting him again at his office in Bombay House where three stray dogs accompanied him in his lift to his office. These dogs are allowed to freely roam in his office and they are fed water and food as special guests.

I have continued visiting Queen Mary Technical Institute in Kirkee as it was his wish that I help the disabled soldiers to get re employment after they complete their course of two years and are awarded a certificate of their newly acquired skills post their disability.

“Never forget that you are a child of God and you have a right to be here.”



## An Unique Leader in Credible Approachable Humility

**Ms Arunima Shee**

**Jamshedpur**



It was during a business conference in Mumbai in 2018, that I first had the opportunity to meet Ratan Tata. Despite his legendary status in the business world, he seemed incredibly approachable and humble as he greeted each attendee. What immediately struck me was his calm and measured demeanour. He seemed genuinely interested in each person he met, making them feel valued. It's rare to see someone of his stature engage so attentively with everyone around him.

As we discussed the challenges faced by small businesses, I was surprised by his deep understanding of grassroots issues and his empathy for those working at every level. Rather than focus on grandiose solutions, he spoke about practical support and sustainable growth—a testament to his commitment to social responsibility.

One piece of advice he shared during our conversation stuck with me: 'Success is not about how much money you make but the difference you make in people's lives.' Those words resonated deeply and have since guided my approach to my own work. His emphasis on integrity and community reminded me of the power of purpose-driven leadership.

Meeting Ratan Tata wasn't just a memorable encounter with a business icon; it was a reminder of what it means to lead with compassion and purpose. His words and actions continue to inspire me to strive for excellence while staying grounded in humility.

"I have always been very confident and very upbeat about the future of India."

## **Late Ratan Tata: The Philanthropist Businessman Contribution by PerminderJeet Kaur Citizen of India (Qualified Independent Director) ESG professional**



MrRatan Tata, one of India’s most revered industrialists and philanthropists, made substantial contributions to Indian Social Sector through the Tata Trusts and the Tata Group,. Tata’s deep commitment has played a pivotal role in uplifting communities, fostering opportunities, and promoting a more inclusive and equitable development. His vision was transferred into action as the group companies focused on nurturing key sectors such as, Healthcare and Medical Facilities, Education, Rural Development and Employment.

He championed the thought ‘business with responsibility’ and it is only his farsightedness that the group worked for climate change and environment sustainability way before other corporations thought of the challenge. Late MrRatan Tata, initiated climate change movement way back in 2007. His vision for Tata Group, to play a responsible role for climate mitigation, led to pioneering projects by his group companies that has touched billions of lives. His contribution was witnessed, when the group’s flagship company Tata Sons, signed an open letter on climate change, as part of CEO Climate Leaders Coalition, prior to Paris Accord in 2015. His vision is still reflected in strong belief of TATAs that private sector has a responsibility in strengthening worldwide efforts to reduce Green House Gas emissions and transition to low carbon, climate resilient economy. The group company, Tata Steel is the first company in India to have a biodiversity policy and is committed to the conservation, enhancement, and restoration of natural ecosystems in its areas of operation.

The group companies are leader of CSR initiatives, for example, Tata Motors with focus on touching billion live has its activities reached to 94 aspirational districts across 26 states and 8 union territories in India. Its sister company Tata Projects is working towards social transformation, in areas - Education, Health and Hygiene, Skill Building & Livelihood and Water. Yet another group company, Tata Consumer Products (TCP) is committed to be the most admired natural food and beverages company in the world by making a big and lasting difference through Sustainability and Corporate Social Responsibility. Its focus is on Climate Change, Water Management, Sustainable Sourcing, Waste Management and Community Development. One of the cornerstones of his was the idea that businesses should prioritize people over profits. This perspective goes beyond employees to include customers, communities, and all stakeholders. Alongside people centric approach he was a businessman who was a risk taker too. He was never afraid to make bold, strategic moves. From the

“If you want to walk fast, walk alone. If you want to walk far, walk with others.”

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launch of the Tata Nano—an audacious attempt to provide affordable transportation for millions of Indians—to the acquisition of luxury brands like Jaguar Land Rover, his vision pushed the boundaries of conventional thinking. Under his leadership, the group expanded its presence in diverse sectors, including steel, automobiles, IT, defence, infrastructure, finance and hospitality. The group annual revenues are more than \$100bn and has about 30 plus businesses that are today run by some of the best professionals across India and globally. Year 2022 also marked acquisitions of Air India; the business founded by his family.

A great leader he has left lasting impression on business community as well as general people who connect with him directly or indirectly. One can take learnings from him to be humble and responsible and work to be the change and drive for greater good of the planet and people.

“The day I can’t do something for myself will be the day I pack my bags and leave.”

## **“Visionary Business Leader, Extraordinary Human.” -Modiji Sudhakar Panda**

**Former Chairman, Third State Finance Commission, Govt of Odisha.**

**Former Vice Chancellor, Birla Global University, Bhubaneswar**



Ratan Naval Tata born on 28th December, 1937 to Naval Tata and Soni Tata breathed his last on 9th October, 2024 at the age of 86 years. His death came as a shock to the nation. The Prime Minister of India, Modiji expressed the feelings of the nation when he said “Ratan Tata was A Visionary Business Leader, An Extraordinary Human.” Millions of Indians paid their tribute to the departed soul. Founded by Jamsetji Tata long back in 1868, the Tata group comprising 30 companies managed by Ratan Tata made its presence throughout the world. Contributions of Ratan Tata to the nation include expanding the Tata Steel, making Tata Motors, (largest manufacturing sector) passenger cars including electric cars presence felt in India and abroad. It acquired the prestigious

brands of passenger cars like the Jaguar and Land Rover from Ford in 2008 and by 2013 the two brands Jaguar and Land Rover Limited were merged. When Ratan Tata observed that people in India moved in scooters with their families at great risk to their lives he was moved and thought of producing an affordable small car Nano that could accommodate a family. Activities of Tata Motors are not limited to India. They are spread across the countries.

People loved to get accommodation and the facilities offered in Tata Housing set up by Ratan Tata. Air India founded by J.R.D. Tata in 1932 was nationalized in 1953 and in 2021 it was acquired by the Tata Group under the leadership of Ratan Tata. Today Tata Airlines has become an international air line connecting India to different nations as much as connecting to different cities in India. Tata Group of Companies including the Taj Group of Hotels and Air India earn precious foreign exchange for India by exporting their vehicles and services abroad. Ratan Tata not only carried on with the business set up by his family he also thought beyond it. During his time the prestigious Taj Group of Hotels (The Indian Hotels Company) expanded in India and abroad. He carried on with Tata Cancer Hospital in Mumbai, Sir Dorabji Tata Graduate School of Social Work set up by Sir Dorabji Tata Trust in 1936 in Bombay. Ratan Tata a man of vision always looked beyond and believed in investing for the next generation. He set up Tata Consultancy Services to help in innovation and creativity. Since he managed family owned companies he always took a long and holistic view of the continuous evolution of the Tata industries. In fact Ratan Tata looked beyond the present and invested for the future generations. Through immense contributions to the different sectors of the economy Ratan Tata helped in strengthening the industrial and social sectors of the economy. There is no doubt that Ratan Tata helped in creating a dynamic private sector and expanded the social sector. A great nationalist, an uncompromising patriot, it is reported that he never carried on any business with Pakistan after the terror attack on India including the Taj Mumbai on 26th November 2008. Ratan Tata for his contribution to India was awarded Padma Bhushan in 2000 and Padma Vibhushan in 2008. The legendary Ratan Tata is no more but he lives in every Indian heart.

**“I don’t believe in short-term goals. I believe in long-term vision.”**

## Ratan Tata an Indian Icon and Leader of Leaders

**Sandeep Bhalotia**

**National Vice President, Indian Council of Small Industries**

**Member, West Bengal Industrial Promotion Council, Govt. of West Bengal**



Ratan Tata is no more with us. But he is still in our mind and is an inspiration for all of us. He is the flag bearer of Indian entrepreneurship and taken Indian industry to the shores of Europe and other countries. He inspired Indian companies to achieve global standards and was a patriot.

His passion for environment and philanthropy was admired for genuineness. His absence will be felt all over the world.

He inspired youth, help the startups in all ways possible and joined them for success.

His Commitment to excellence, integrity and service is a folklore. When he assumed the Leadership of TATA group, it was in disarray. Each leader of the group's different wings were working as satraps. This he slowly brought under control and his leadership was established and ascertained. He himself being a trained architect, became the architect of a unified and strong Tata group.

He ventured into England and bought the TETLEY TEA first and then there was no looking back. He bought BRITISH STEEL as well as CORUS STEEL of Holland.

Then it was the turn of the JAGUAR AND LAND ROVER group. Similar mega acquisitions were to follow. This put Tata group strongly on the world industrial map showcasing respect, honesty and credibility.

His humbleness and closeness to ordinary folks is a legend. He was very much concerned about small families travelling by a scooter and inviting probable accidents. This inspired him to make a small car NANO which was to be affordable. From NANO came many other superior cars from Tata stable. And then India is seen as a leading manufacturer of automobiles.

He has mentored many Startups and invested in their Ventures. He understood that these Startups are to be future of India and recognise their potential. He did function as a lighthouse to them.

His love for all living things especially dogs is legendary. He has taken care of stray dogs which were mistreated and provided them medical care and good living condition, brought them to be healthy animals. That is what we can say about animal welfare as defined by him.

His patriotism is known to all of us when the 26/11 terror attacks took place on Taj Mahal Hotel at Mumbai. In record time, he reopened the hotel showing that India will not bow her head to terrorism and that India stands United.

He had succeeded in his profound wish to start an airline in India against all obstacles placed in front of him. Instead of one airline, he acquired three airlines in India.

A cause very close to his heart was healthcare and cancer treatment. He had set up cancer hospitals in almost all states of India with research centres. It is more than 1 month since he had left this world but he is with us and many TATA products remind us about him on everyday basis. The Ratan of this motherland will be always cherished. Jai hind.

**“Dream big and work hard to make those dreams reality.”**

## Few Golden Moments with the Legend

**Sandip Seth**

**Former General Manager, Tata Steel, HMC Now at Kolkata**



It's beyond my capacity to write something about the legendary personality of Sir Ratan Tata. Here I am just trying to share with you a few fortunate moments of my professional life in Tata Steel when I could meet and interact with his highness. Every year he used to visit Tata Steel Jamshedpur plant on 3rd March, to pay homage to Sir J N Tata, The founder of the Tata Group on his Birth Anniversary. That's the time we used to get opportunity to meet him every year. On 3rd March, every year, he used to observe the stationary / dynamic models prepared of all our innovative projects implemented by various departments in that particular year which are exhibited at the Central Exhibition hall inside the plant. There he used to interact with all those project members, understand the projects and appreciate their merits & contribution. All the employees also used to wait very eagerly for the day to meet their great Ratan Tata sir, the Chairman of Tata Group and get his pat on their back. I, as the leader

of the project from my departments got the opportunities to answer his questions which was the most enchanting part of the day for me. I was so impressed by his strong in-depth technical knowledge from the very unique type of questions he used to ask.

One remarkable incident I would like to tell you which shows his depth of engineering knowledge. I will also not forget this since it was about an awarded improvement project at the company level under my leadership which could resolve a big problem of my customer LD-1 for which they needed an excavator of very long boom/arm of 40-45 ft length which we could make by converting an existing Hitachi Excavator Model Ex-200 after its major design modification whose original loading boom was only 12 ft long. This long boom excavator was put on as a FLOAT on the Founder's Day Procession as the awarded project. When the procession of our services group led by our VP (Services) moved in front of Ratan Tata, He signaled our VP to stop, came down from his seat and reached to the excavator. He was quite surprised and exclaimed to see such a special excavator and threw a bunch of questions and I was called from behind to answer them. One technical question from him really overwhelmed me which I still remember.... "What was the change in differential load over the bearing and in radial clearance because of an excessive increase of loading arm of the excavator and how did you adjust them?" I was interviewed by many senior technical experts about this project, but never been asked such a strong fundamental question which the Chairman of one of the biggest companies in the world asked me. That was one splinter of the level of technical knowledge of Sir Ratan Tata which very few people know about.

"Don't let success get to your head, and don't let failure get to your heart."

## Ratan Tata - A Life Worth Emulating

**Tapan Banerjee**  
**CFO - VISSCO Group**



The largest room in the house, where many people had gathered today, was lit up with chandeliers, and the atmosphere was filled with joy and celebration. As the night deepened in anticipation, a little boy was hiding behind his mother's saree, dodging the flashbulbs. Who knew that this boy would one day become the human face of India's industrialists, a son of Mother India whose presence in a single frame would be the greatest asset of success.

A friend shared with me an anecdote about Ratan Tata's humility. When my friend went to meet him for an appointment, Ratan Tata himself served tea to everyone present. My friend was amazed by his humility and kindness.

Ratan Tata's love for dogs is well-known. He has always been an animal lover and has supported various animal welfare organizations. He has even adopted several stray dogs and provided them with a safe shelter at the Tata Motors facility in Pune.

Ratan Tata's passion for architecture is another lesser-known fact about him. He has been instrumental in restoring several historic buildings in Mumbai, including the iconic Taj Mahal Palace Hotel.

Not many people know that Ratan Tata was also a key player in India's nuclear program in the 1970s. He was part of a team that worked on the development of India's first nuclear reactor, the Apsara reactor.

Ratan Tata's commitment to education is unparalleled. He has donated generously to various educational institutions, including the Indian Institute of Technology (IIT) and the Tata Institute of Fundamental Research (TIFR).

A lesser-known fact about Ratan Tata is his love for music, particularly jazz. He has always been a music enthusiast and has attended several jazz concerts.

Ratan Tata is a man who prefers to keep a low profile. He is a private person who shies away from publicity. Despite his immense wealth and power, he remains humble and grounded.

There are many stories about Ratan Tata's kindness and generosity. He is a man who has always put others before himself. His contributions to society are immeasurable, and his legacy will continue to inspire generations to come.

Ratan Tata is a true inspiration to us all. His life is a testament to the power of humility, kindness, and generosity. He is a shining example of what it means to live a life of purpose and meaning.

“Dream big and work hard to make those dreams a reality.”



## Ratan Tata: A Brilliant Business Leader and Animal Lover

Vikas Kumar Singh

DGM and Head (F&A) Currency Note Press, Nashik



Ratan Tata, an iconic figure in Indian industry, is best known for his transformational leadership of the Tata Group, one of India's largest and most respected conglomerates. Born on December 28, 1937, Ratan Tata is the great-grandson of Jamsetji Tata, the founder of the Tata Group, and he has played a pivotal role in expanding the group's influence both domestically and internationally. His vision, integrity, and commitment to innovation have marked him as a brilliant business leader. Ratan Tata took the helm of the Tata Group in 1991 and led the organization for over two decades. Under his stewardship, the Tata Group dramatically diversified its portfolio, venturing into sectors such as automobiles, steel, telecommunications, and information technology. Tata Motors' acquisition of Jaguar Land Rover in 2008 is one of the most notable achievements, allowing the company to enter and thrive in the global luxury car market.

His approach to business emphasized not only financial success but also corporate responsibility and ethical leadership. Ratan Tata has been a staunch advocate for business practices that prioritize sustainable development. He firmly believes in the need for businesses to give back to society, reflecting the Tata Group's foundational ethos of community support and welfare.

Ratan Tata was a firm believer in innovation and taking calculated risks. Under his leadership, the Tata Group launched several groundbreaking products, including the Tata Nano, which was aimed at providing an affordable car for the masses, and investments in technological advancements across various sectors. His willingness to embrace change and foster a culture of innovation within the organization has positioned the Tata Group as a leader in numerous industries.

Beyond his business acumen, Ratan Tata is also renowned for his compassion toward animals. He is a passionate advocate for animal rights and welfare, reflecting a personal commitment to improving the lives of all creatures. His love for animals is evident in his philanthropic efforts and support for various animal welfare organizations. He has often used his platform to raise awareness about issues like stray animal protection, wildlife conservation, and responsible pet ownership.

Ratan Tata's home and office is known to be welcoming to animals, and he has shared stories of adopting and caring for various pets, highlighting his belief that every being deserves love and respect. His contributions to animal welfare have not only inspired individuals but have also made a significant impact on institutions dedicated to this cause.

Ratan Tata is much more than a successful businessman; he embodies the qualities of a humanitarian, visionary leader, and passionate animal lover. His outstanding contributions to the Indian economy and society, coupled with his advocacy for animal welfare, make him a respected figure both within and beyond the business community. Even after his recent passing on 9th October 2024, Ratan Tata continues to inspire the next generation of leaders to balance profit with purpose, encouraging a holistic view of success that benefits humans, animals and the environment alike.

"The best way to predict the future is to create it."

## A True Ratan of Bharat : Sir Ratan Tata

Siladitya Bhowmik

Area Manager Tata steel

### My Journey: A Dream Fulfilled with Tata Steel



My name is Siladitya Bhowmik, and I am a B.Tech graduate engineer. Like many young engineers in India, I stepped out of college with high aspirations and a heart full of dreams. But for me, there was one dream that stood above all—the dream of working for the Tata Group. From the moment I understood what the Tata Group stood for—its integrity, work ethics, innovation, and immense contribution to society—I knew this was where I wanted to build & expand my career. Sir Ratan Tata, a visionary, an iconic philanthropist & a true industrialist, an alpha leader and a source of inspiration for millions, became the beacon of hope and motivation in my journey.

After graduating, I got the first job in TCS. But opted for core engineering and joined Dastur, a pioneer engineering consultancy company and eventually got posted at Tata Steel Ltd Jamshedpur. My journey then started with a clear focus on Tata Code of Conduct, Emphasis on quality, safety, and latest engineering technologies. After serving more than 10 years Tata Steel projects, I diverted my career to oil & gas field, Government services and again my destiny was written to coincide with Tata Group. And I again left Government service and joined Voltas and thereafter in Tata Steel Ltd where my career journey started. My horizon reopened widely with the certainty of the Tata Group and the original foundation company of the enormous Tata Group. It seems the aura or the positive electromagnetic induction drags me to re associate with Tata. If this is not defined as destiny then what else is this? And this has only happened because of the amazing work & vision of Sir Ratan Tata. He is truly an epitome of the positivity and inspiration.

#### PERSONAL EXPERIENCE WITH SIR RATAN TATA:

In the year 2011-12, while I was a budding engineer and got employed in renowned engineering consultancy company named as M.N.Dastur & Co.(P) Ltd & subsequently got posted in LD3 & TSCR project under 3 MTPA expansion at Tata Steel Jamshedpur plant, I got the opportunity to meet him once when Sir Ratan Tata paid a visit at the project site. He was so humble and down to earth and he was eager to chat with Frontline young engineers of Tata steel, Dastur, L&T teams. He expressed his concerns and memories how he used to start his journey from the shop floor just like us. It was one of my most memorable moments or achievement of life that I shared some time frame with the said prime visionary leadership. May the almighty allow him to spread his light from heaven to his successors, employees and associates to grow further and carry out the legacy further with his set of standards & visions. Thanking You,

“The best leaders are those most interested in surrounding themselves with assistants and associates smarter than they are.”

## A Humble Iconic Leader

**P. K Mukherjee**

**Ex CMD. DVC**



The quality of Mr Ratan Tata which attracts most to me is his ability to connect with people on a human level despite being an iconic leader. I had no opportunity to see him or interact with him but heard about his humility and simplicity from many sources. Here I am sharing two such incidences where Mr Ratan Tata exhibited his humility which I heard from my known references. An employee of Tata Group told me that once while he was waiting for an elevator at Tata Headquarters in Mumbai, when the door of the elevator opened he saw Mr Ratan Tata inside and naturally he hesitated to board. Mr Tata's gesture made him board the elevator. Like the fruitful trees that bends low, Mr Tata's humility and simplicity made him stay connected with people with genuine respect. I have heard from relative of an eye-witness that once an employee's two-wheeler got stuck on the road. Ratan Tata, then a young boy, on seeing it helped the man to push the two-wheeler till it came to a start, revealing that he remained grounded throughout his life.

A large part of Ratan Tata's legacy lies in his deep-rooted commitment to philanthropy which touches the hearts of Indians and I am no exception. An estimated 65% of the Tata Group's profit are dedicated to charitable trusts that focus on education, health care, rural development and social development projects across the country. Though he himself never talked about it, the world did discuss how much Ratan Tata cared for people and for the welfare of the society.

Tata's life was a story of resilience, leadership and philanthropy that transcended national boundaries. The passing away of Ratan Tata marks the loss of an iconic leader and a global visionary who had sharp business acumen with deep empathy.

“Success is not about the destination, it's about the journey.”

## “Turning Criticism into Triumph: The Story of Ratan Tata’s Leadership”

**CMA Shrinjoy Thakur**  
**Management Consultant**



As a young individual in my mid-20s, I’ve always been fascinated by stories of leadership and resilience. However, it wasn’t until my college days in 2019 that I truly understood the impact of Ratan Tata’s extraordinary journey. His values, vision, and humility struck a chord with me, fueling my desire to strive for greatness in life.

Ratan Tata’s story, especially his journey with Tata Motors and the revival of the Tata Indica, has been a profound source of inspiration for me. It taught me not only how to approach challenges in business but also how to face setbacks with dignity and perseverance. I firmly believe that our country needs leaders and visionaries like him—individuals who think beyond profits and work for the betterment of society.

Such is the extent of my admiration for Ratan Tata and the Tata Group’s philosophy that I always prefer Tata products over others. From everyday items to larger investments, I make conscious choices to support Tata’s vision of ethical and impactful business practices. I also encourage those around me to do the same, believing that supporting businesses with strong values can help create a better society.

Ratan Tata, the celebrated chairman emeritus of Tata Sons, is known for his leadership, vision, and philanthropic spirit. While many know his contributions to business and society, there are several lesser-known stories about him that highlight his humility and forward-thinking nature. Here’s one such story:

In the late 1990s, the Tata Group ventured into the automotive industry with the launch of Tata Indica, India’s first indigenously designed car. The car faced severe criticism soon after its release, with many labeling it a failure. Critics argued that Tata Motors should exit the car business entirely.

Faced with the challenges, Ratan Tata considered selling the passenger car division. In 1999, he approached Ford Motor Company in Detroit, proposing to sell Tata Motors’ car division. During the negotiations, Ford executives allegedly belittled the Tatas, stating, “If you don’t know anything about cars, why did you start the business? We are doing you a favor by buying it.”

Hurt but determined, Ratan Tata and his team left the meeting abruptly. This incident deeply motivated him to prove Ford wrong. He decided not to sell the car business and instead worked tirelessly to revive it.

By the early 2000s, the Tata Indica became a success story, capturing significant market share. In an ironic turn of events, Tata Motors acquired Jaguar and Land Rover (JLR) from Ford in

2008 for \$2.3 billion. The deal was a masterstroke, and under Tata’s leadership, JLR turned profitable, becoming a jewel in Tata Motors’ crown. When asked about the incident years later, Ratan Tata refrained from criticizing Ford, demonstrating his characteristic humility and grace.

“Never stop learning. Keep challenging yourself to grow and evolve.”

## The day the Trigger was Pulled on Singur

### Wizen Journalist

The day the trigger was pulled on Singur.

It was late in the afternoon on October 3, 2008. The heat in the air was waning. The festive season was about to begin, yet the city looked grim and dull since the morning. Perhaps it was an indication that one of its worst nightmares was coming true.

By the afternoon, the trigger was pulled, and the Tata Motors Nano car project at Singur was put on its deathbed. Ratan Tata, who landed in Delhi that morning from a trip to Germany, flew down to Kolkata to attend the Annual General Meeting of Tata Tea (now Tata Consumer Products). After the AGM was over, Tata hurriedly went out and headed for the Writers' Building—the then state secretariat.

By the afternoon, the news broke as Ratan Tata announced the Nano car plant's exit from Singur. Rs 1,500 crore was already invested in the project, and Tata Motors was chasing a deadline to roll out the world's first Rs 1 lakh car. While constant demonstrations kept disturbing the project, the decision was hastened after its employees were beaten up by agitating locals.

Barely an hour after he left the Writers' Building, Ratan Tata reached the Taj Bengal hotel, where the company hurriedly organised a press conference. A small podium was set up in a corner of the lobby, and Ratan Tata addressed a barrage of questions. With a long battle over two years coming to a tragic end and the company waiting to face thousands of shareholders to explain that it wasn't a "hypocritical investment," Ratan Tata looked sad as he addressed the gathering.

In the next 30 minutes of the press conference, he was at ShilpaSadan on Camac Street. The building was already swarmed with journalists and camerapersons. A table was laid on the roof of the building, and dozens of cameras mounted on tripods, several metres away, made it look unnerving. Criticisms surged by then, and every television channel debated the decision. Ratan Tata, along with the then industries minister of West Bengal, NirupamSen, sat behind the table as questions were shot at them. I was working with a national financial daily then. We were trained to get every statement recorded in order to "never misquote a word." I used to carry a small MP3 player in those days to record statements. The MP3 player was lying at a corner of the table. It could have fallen off the table at any time, but there was no more space left on that small table meant to accommodate two persons. Ratan Tata spoke for a while, stopping intermittently to address every question that came his way. After the press conference was over, NirupamSen stood up, and camerapersons rushed to remove their booms from the table. Tata, who was already standing, noticed a small MP3 player lying at a corner and might fall anytime in the hustle. He picked it up and waited for a brief while before the booms were removed. He laid it down again on the table and went off.

I stood dumbfounded. It was unbelievable. A man, vilified by the opposition in Bengal, dogged by competitors, and on the verge of being blamed for investing a fortune in a failed project, took care of a small thing. He realised that if damaged, it might cause a loss to a reporter. Small, thoughtful gestures help us stay connected in a world where we long for acceptance and a sense of community. The smallest act of kindness "The only limit to your success is your own imagination." is worth more than the grandest intention.

"Do not let the fear of failure hold you back from pursuing your dreams."

## Shree Ratan Tata: A Visionary Capitalist & Philanthropist Prof. (Dr.) Ratan Mandal

Director, School of Energy Studies, Jadavpur University



“RATAN HARALO BHARAT” the caption published in “Anandabazar Patrika” brings a great sorrow to us as well as our country, not only our country but to the world. I am feeling a great honour to have an opportunity for talking about the eminent personality Ratan Tata Ji. Honourable Late Ratan Naval Tata was a man of many attributes. He was a visionary capitalist, philanthropist, educationist—all in one. He was one of India’s most dignified business leaders, played a key role in transforming the Tata Group and leaving a lasting mark on Indian industry and society. He started his professional career in 1961 with Los Angeles based architect Archibald Quincy Jones. He adopted a series of innovative reforms to streamline overlapping activities of the subsidiaries into company-wide operations, consolidated power, delegated many responsibilities to younger talent and exited unrelated businesses to take on globalization. He envisioned investing in futuristic technologies like solar PV technology leading to establishment of Tata Power Solar (formerly Tata BP Solar) at a time when solar technology was at a very nascent stage and today the company became the first Indian company to ship over 1GW solar modules worldwide. He also invested proactively in electric vehicle technology and his sustained efforts in expanding the enabling ecosystem towards making electric vehicles the norm in India makes Tata Motors the largest player in India’s rapidly growing EV space today. Besides his integrity and mercurial leadership his commitment towards corporate social responsibility and philanthropy made him an international icon. He invested 65% of his shares in charitable trusts. Under his able guidance Tata Trusts consistently supported projects that benefit education, healthcare and rural development nationwide. His commitment to healthcare can be seen in initiatives like the Tata Medical Center in Mumbai and Kolkata, which aims to provide world-class treatment to cancer patients, particularly those from impoverished background. Tata Trusts under his chairmanship provided a grant of ₹ 750 million to the Centre for Neuroscience, Indian Institute of Science to study mechanisms underlying the cause of Alzheimer’s disease and to evolve methods for its early diagnosis and treatment. His unwavering commitment towards education and research was illustrated by his endowments and support towards various educational institutes globally such as Cornell University, Harvard University, Massachusetts Institute of Technology, University of California San Diego, University of New South Wales, Indian Institute of Technology, Bombay for providing student scholarships, carrying out cutting edge research and improving quality of premium education. His dedication to social causes, especially in education and healthcare, continues to benefit millions. However his generosity was not restricted towards human beings only; he was also an advocate of animal welfare having a lifelong affection for animals. His legacy includes creation of modern veterinary facilities and initiatives for taking care of stray animals. He left all of us for the Heavenly abode on 9<sup>th</sup> October 2024 but his legacy and his ‘down to the earth characteristics’ will continue to remain alive forever.

“Your attitude, not your aptitude, will determine your altitude.”



**Ratan Tata**  
**Dr. Prokash Chandra Roy**  
**Professor of Mechanical Engineering, Jadavpur University**



Ratan Tata will be remembered by every Indian as a trusted Industrialist for common people not as other reputed businessman tycoon. He was the true game changer for modern India in every aspect and tried to make Tata brand as not only in India but also in global market. Though Mr. Ratan Tata was born in an Industrialist family, he joined Tata Steel as an ordinary employee and worked hands-on job with other employees to learn the work and existing ecosystem. He eventually received his first autonomous responsibility in 1971, when he was appointed director of National Radio and Electronics (Nelco) and faced lots of trouble. He was requested to revive the ailing Empress Mills as his next task. Although he tried to make the textile operation competitive but Empress Mills was eventually shut down in 1986. Despite his suspected track record of two consecutive failures, Jamsetji Tata had faith in him. When JRD Tata resigned in 1991, he was promoted as

Chairman of Tata Industries. He gained a lot of from his own failures and understood the bottle necks. He revised his own 1983 blueprint for technology-driven leadership and global competitiveness. Tata Motors unveiled the most advanced automobile ever created by an Indian enterprise in 1998. The Tata indica rose to the top of its segment in just two years, and the rest is history. In 2000, Tata made its first international foray by acquiring Tetley. Another instructive example was the Corus deal. However, the group would go bankrupt as a result of this sale, and the share price fell 11%. With the Jaguar-Land Rover acquisition, he tried to proof his brand in global market in spite of many criticism and risk. Ratan Tata's capacity to think both big and little may be the key to his success. He introduced the low-cost Ginger hotels in India while guiding the acquisition of the luxurious Pierre Hotel in New York. He introduced the world's cheapest automobile, the Nano, on the one side, and the recognizable Jaguar and Land Rover brands on the other. He tried to introduce all the necessary items and facilities under his brand with a reasonable complete price for every Indian.

Even though he was among the richest people in the world, his family and company devote more than 65% of their fortune to assist social development, healthcare, and education. He was a very simple man and spent his time without publicity. He did a lot for this country. It may be after the 1984 riots, he provided brand-new trucks to survivors of Sikh community with free of cost to establish their enterprises again. He established the Taj Public Service Welfare Trust after 26/11 terror incident and visited to the families of every employee impacted. Ratan Tata, who will be well-known for his moral corporate conduct and dedication to enhancing people's lives via charitable endeavours, is an example of future generation.

“Be humble in victory and gracious in defeat.”



## Indian Icon Ratan Tata - an untold Story

**M S Rahman,  
Chief Projects (Generation) Tata Power,**



It is not the financial profit or gain in turnover related numbers that a Corporate Organization should look after but how much benefits to the society can be achieved is of more importance.

This had always been the guiding philosophy of Tata Group, which has been eternalized by the following quotes of their forerunners.

“I do not want India to be an economic superpower. I want India to be a happy country. Wealth is not an end in itself, but a means to an end, to improve the quality of life. We shall give back to society many times over

what we take from it.”

“We shall give back to society many times over what we take from it.”

The above two quotes symbolize the organizational guidelines of an Indian multinational business group that was long represented by late Mr. R N Tata.

Being the APEX leader of the Group and the phenomenal Leader of the Tata Trust for the longest period as a Chairman and Chairman Emeritus, Mr. R N Tata has embodied to the best of his capabilities. Following are the brief details of his life and achievements which are narrated in few lines.

Ratan Tata was born on December 28, 1937, in Mumbai, India, to Naval Tata and Soonoo Tata. He hails from the prominent Tata family, known for its industrial prowess and philanthropic contributions. His grandfather, Jamsetji Tata, founded the Tata Group, India’s largest conglomerate, with a legacy of pioneering institutions like the Taj Mahal Palace Hotel and the Indian Institute of Science. Ratan’s father, Naval Tata, was adopted by the Tata family and worked in various capacities within the company.

Ratan Tata completed his early education at the Campion School in Mumbai and later attended The Bishop’s School in Pune. He then pursued a Bachelor of Architecture from Cornell University in the United States, followed by management studies at the Harvard Business School, where he earned a Master’s in Management.

Ratan Tata became the Chairman of the Tata Group in 1991, overseeing its transformation into a global powerhouse. Under his leadership, the Tata Group expanded internationally, acquiring companies like Jaguar Land Rover, Tetley Tea, and Corus Steel. He is renowned for his ethical leadership, social responsibility, and commitment to philanthropy, donating much of his wealth through the Tata Trusts. Tata’s legacy is marked by his ability to balance business growth with a strong focus on community welfare.

“Every challenge is an opportunity to learn and grow.”

Ratan Tata is known for his visionary and ethical mindset, focusing on long-term goals and social impact over short-term profits. His leadership philosophy emphasizes integrity, humility, and responsibility, believing that businesses should contribute positively to society. He is also known for his courage to take risks, even in uncertain situations, as demonstrated by his bold acquisitions of Jaguar Land Rover, Tetley Tea, and Corus Steel, which helped globalize the Tata Group. Despite his significant achievements, he remains grounded, valuing simplicity and focusing on values rather than personal recognition.

Tata's mindset reflects a commitment to innovation, sustainability, and inclusive growth. He strongly believes in the importance of ethical leadership and consistently advocates for businesses to act responsibly towards both their employees and the community.

Achievements:

**Tata Group Expansion:** As the Chairman of Tata Group from 1991 to 2012, Ratan Tata transformed the company into a global conglomerate, with key acquisitions such as Jaguar Land Rover, Tetley Tea, and Corus Steel, which helped increase Tata's global presence.

**Philanthropy:** He is a major proponent of philanthropy, directing significant portions of Tata Group profits to Tata Trusts, which support education, healthcare, and rural development.

**Innovation and Sustainability:** Under his leadership, Tata Group pioneered sustainable business practices and innovation, launching the Tata Nano, the world's cheapest car, reflecting his focus on accessibility and affordability.

The phrase "end of day" in the context of Ratan Tata might refer to his reflections, leadership style, and personal routines towards the later stages of his career or personal life.

Ratan Tata, after stepping down as Chairman of Tata Group in 2012, continued to have a significant influence on business, philanthropy, and society. In his later years, he had been seen as a mentor to younger entrepreneurs, offering advice on leadership, ethics, and social responsibility. He remains actively involved with Tata Trusts, a philanthropic organization that focuses on healthcare, education, and rural development, among other initiatives.

At the "end of his day," Tata often reflects on his legacy, which is built not only on expanding the Tata Group but also on his contributions to social causes. Known for his humility, Tata continued to lead a relatively simple life despite his immense wealth. He always emphasized the importance of integrity, ethics, and community welfare over personal fame or wealth.

Ratan Tata's focus had always been inspiring the next generation of leaders, supporting innovative ventures, and contributing to the betterment of society. His work at the "end of the day" represents a blend of business acumen and a deep sense of responsibility towards the greater good.

It will be the finest tribute to be paid by his successors to emulate the above starling qualities of his personality into our personal and professional lives.

"The only limit to your success is your own imagination."

## Ratan Tata: Jewel ( Ratan) of mankind

Dr. Sanjay Singh

Chief Manager Finance Coal India



It is based on my experiences of visit of Jamshedpur so many times reading article, following business news and following my idol Ratan Tata.

Ever since the earth has been created, living beings evolving. From bacteria we have reached to the level of mankind. Because of efforts of lakhs and lakhs of species for thousands and thousands of years we have reached to this civilised society. Evolution process is like a relay race , one starts running try to achieve its best and handover the baton to next one and this process goes on. In the words of C K Prahlad, Manager is custodian of society. The evolves develops and pass it on to next generation for its betterment. In the centuries one such person comes to this earth who contributes the most to this relay race so that all mankind can win the race. Ratan Tata being one such person full.

Born on December 28, 1937, in Bombay (now Mumbai), Ratan Tata's childhood was marked by resilience. After his parents' separation when he was just ten, he was raised by his grandmother, Lady Navajbai Tata. He completed his schooling in India before moving to the United States, where he earned a degree in architecture from Cornell University and later attended the Advanced Management Program at Harvard Business School.

Ratan Tata, is celebrated as one of the most iconic industrialists and philanthropists in the world. His leadership, ethical approach to business, and bringing difference in life of people have earned him leader of mankind.

Why Ratan is special? Its because he was a rare combination of Leader, ethics, social, humbleness traits.

### Leader

Ratan Tata transformed the Tata Group from India-brand to a global one. Today Tata group is brand that every Indian Boast of. Since his taking charge in 1991, when the company generated most of its revenue domestically, till he retired in 2012, over 65%

“There are many things that, if I have to relive, maybe I will do it another way.  
But I would not like to look back and think what I have not been able to.”

of the group's revenues came from overseas operations. i.e truly domestic to Global. His vision clearly reflect in following **Global Acquisitions:**

- **Jaguar Land Rover (JLR):** Acquired in 2008 from Ford, Ratan Tata turned this struggling British brand into a profit-making enterprise.
- **Corus Steel:** Acquired in 2007, making Tata Steel one of the largest steel producers globally. At the time acquisition Corus steel was much much bigger than Tata steel.
- **Tetley Tea:** The purchase of Tetley Tea in 2000 marked the group's entry into global markets, making Tata Global Beverages a leader in the tea industry.

These bold moves showcased his vision of making Indian businesses competitive on the global stage.

#### Ethics

Ratan Tata is renowned for upholding the highest standards of corporate ethics and governance. Unlike many business leaders, he prioritized values over profits. Integrity and ethical conduct are non-negotiable for long-term success and it is reflected in his recognition by the world.

- **Refusal to Bribe:** He famously rejected a \$350 million bribe that was demanded for aviation sector approvals, reflecting his uncompromising ethical stance.
- **Focus on Stakeholders:** He believed in benefiting all stakeholders, including employees, customers, and the community, not just shareholders.

#### Social

Ratan Tata's leadership was marked by innovations that aimed to uplift the masses. Innovation should prioritize social impact and solve real-world problems, not just profitability.

- **Tata Nano:** Launched in 2008, the Tata Nano was a groundbreaking attempt to provide an affordable car for Indian families. Though its commercial success was limited, it demonstrated his commitment to addressing real-world challenges.
- **Social Initiatives:** Tata Group companies have consistently contributed to education, healthcare, and rural development under his leadership.

“Never give up on something that you can't go a day without thinking about.”

- **Sports:** If you visit Jamshedpur you will find there are plenty of facilities created for sports. Tatas run many sports academy, adventure foundation and similar activities for overall growth of common man.
- **Quality food chain:** he has marked his presence in the area where quality is the key. He ensured that right from the salt to every edible item are being provided at affordable price and best quality.

Ratan Tata has often said, *"Businesses need to go beyond the interest of their companies to the communities they serve."* This philosophy is reflected in the Tata Group, where over 66% of the profits go to charitable trusts. Among other his key contributions are

- Funding healthcare initiatives, including significant contributions to cancer hospitals.
- Sponsorship of educational programs and scholarships, including the Tata Scholarships at Cornell University.
- Support for startups through the Ratan Tata Fund, fostering innovation and entrepreneurship.

### **Humble**

Despite his immense success, Ratan Tata is known for his humility and resilience. He faced criticism and challenges during his tenure but handled them with grace. For instance, skeptics doubted the viability of acquiring JLR, yet he proved them wrong through the company's resurgence.

His simplicity in personal life — avoiding ostentation despite his wealth — has inspired many.

He lead a very simple life with very costly smiles every time. He by his conduct has proved to be an icon. How he handled the deadly attack in Mumbai with resilience and humility, the world has seen it. Ratan Tata led the Tata Group through challenging times, including the global financial crisis of 2008.

Ratan Tata's achievements have been recognized worldwide. Some honors include:

- **Padma Bhushan (2000) and Padma Vibhushan (2008)**
- **Honorary Knight Grand Cross (2014):** By Queen Elizabeth II for his contributions to UK-India relations.
- **Fortune's Greatest Leaders:** A consistent presence in lists celebrating transformative leaders.

"Do not let the behavior of others destroy your inner peace."

Beyond business, Ratan Tata's personal qualities have endeared him to people. He champions mental health, actively supports animal welfare, and advocates for innovation. His empathetic and forward-thinking leadership style has inspired countless entrepreneurs globally. We have learnt from him that No matter how high you rise, stay grounded and approachable. People value leaders who are empathetic and down-to-earth.

Ratan Tata is special not just because of his business acumen but because of the values he represents. Ratan Tata's life and career offer a blueprint for ethical leadership, innovation, and social responsibility. By embracing his values—vision, resilience, integrity, and humility—we can strive to create a positive impact in our personal and professional lives. His journey is a reminder that true success lies not just in achieving greatness but in inspiring others to do the same. By his conduct and values he has lead the baton of mankind race in best possible manpower. The values he has given to this world will make the world a better place to live. If anyone visit Jamshedpur, one can feel the existence of Ratan tata in everybody's proud ownership of brand tata.

“One day you will realize that material things mean nothing.  
All that matters is the well-being of the people you love.”

## A leader of Extreme Punctuality

**Manas Kumar Thakur**

**Former President, The Institute of Cost Accountants of India  
(Set up under an act of Parliament)**



It was the end of 2015. I was the then All India Vice President of The Institute of Cost Accountants of India. I always have new ideas popping up in my head. For the previous 4 years I was a member of the Central Council of the Institute. At that time I was working with research, innovation and industry association Committee of the Institute. Based on my activities I realized that campus placements are very essential for the youths. I saw a record on this, that in our country, entrepreneurship, startup or business are all secondary to the youths. That means first choice is a job. Only 6% of the children think about business from the beginning. It's incredibly stressful, if everyone wants a job and no one wants to start business. I came up with a plan, if I introduce 3 to 6 months of Entrepreneurship training at college level, then a larger percentage of the youth will consider doing business, and this expenditure could be carried out using government or CSR money. Then it came to me that Tata group are the best in this regard. So I went to Mumbai and asked for an appointment to meet the top officer of the Tata Group. After 7 days I was given the appointment. I was very happy. I quite remember that I went there by myself. I arrived just before 9:30 am. Security took me and seated me. Sir Ratan Tata entered just about 2 minutes late. A very tall man entered with folded hands and said, "Sorry, I'm late Mr. Thakur." I could not think of what to say, to me it was like meeting God, we talked for about 9 to 10 minutes. My point of discussion was that if entrepreneurship training can be started at the college level, there will be a change in mindset among the youth. He immediately said, "since you are an all Indian Professional Organization, you can, but not only in Bengal. You start working, S. Ramodara (Former CEO and MD, TCS; Advisor to PM Office in the National Council of Skill Development, GoI) will help you, and this is a very good initiative". Then several times S. Ramodara came to Kolkata for meetings and encouragement. The entire cost was borne by Tata Group. We also communicate with various colleges. I started working on that project in around 15 colleges with CSR money. Later the initiative could not be continued and I also could not meet Sir Ratan Tata again.

Although it was said a long time ago, I still remember a few things, especially these 4:

- (1) To be a business leader, you must have vision,
- (2) To be successful in work, you must have devotion in work and at the same time, you must be innovative,
- (3) If success does not come to you, take on new challenges to succeed. New roads are always opening,
- (4) You haven't been able to measure your worth, you cannot determine the price without knowing the cost. A cost management strategy is the only solution for businesses' survival.

**The best business leader in my lifetime was the honourable Sir Ratan Tata, who was not only a visionary, his entire being was filled with the passion for India.** I think we have to wait a long time for such a business leader again. God bless you sir wherever you are.

**"Success is not final, failure is not fatal: it is the courage to continue that counts."**



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Rs. 2500/-

**B**

### Executive

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  - GST FILLING & Others
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  - Business Letter Drafting
  - Balance Sheet Study
- Duration: 3 Months Fees : Rs. 5000/-

**C**

### Professional

- Preparation of Project Report
  - Inventory Management
  - Tendering
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  - Communication Skill
- Duration: 3 Months Fees : Rs. 7000/-

**D**

### Smart Accountant

- Tally
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  - Compliances
  - Balance Sheet Study
  - Stock Audit
  - Project Report
  - Communication Skill
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# Leader of Leaders RATAN TATA

