



**Happy  
Diwali!**



**The Gateway  
Wishes all its  
Readers,  
Members,  
Advertisers  
and  
Constituents  
A Very  
Happy Diwali  
and  
A Bright and  
Prosperous  
New Year**

**Forthcoming  
meetings**

**October 25, 2011**

Dr. Alwyn Didar Singh, Secretary, Ministry of Overseas Indian Affairs, to speak on "NRI – Not Required Indians to Now Returning Indians".

**November 1, 2011**

"Proximity breeds contempt," a talk by Mr. Sidharth Bhatia.

## ***Dr. J.J. Irani, the 'Steel Man', receives the Rotary Ramkrishna Bajaj Award for Good Governance***

**D**r. Jamshed J. Irani, the legendary "Steel Man" who turned around and resuscitated Tata Steel from a near-comatose condition into one of the best steel manufacturers in the world, was honoured with the Rotary Club of Bombay Ramkrishna Bajaj Award for Good Governance at the last meeting.

A glittering silver salver was presented to him by Shekhar Bajaj, who had instituted the award in memory of his father, in the midst of prolonged applause by Club members and some members of the city's diplomatic corps.

President Paul George offered a well-framed Citation to Dr. Irani listing the many reasons for honouring him. Dr. Irani's spouse, Ms Daisy, was also present at the meeting.

Welcoming him, Tarjani Vakil pointed out that whenever one mentioned the words "steel" or "Jamshedpur", the face that came before one's eyes was that of Dr. Irani. Similarly, "if you think of a fine gentleman with intellect, integrity and humility, the first face that comes before you is that of Dr. Irani".

Tarjani said that Dr. Irani's contribution in the turnaround of Tisco (Tata Iron and Steel Company, the earlier avatar of Tata Steel) was a classic example of good governance and could serve as an excellent case study for management students.

His contribution was phenomenal, as was his insistence on quality and his people management skills. He always carried people with him, something that would have never been possible but for the qualities of head and heart that he possessed.

"Tisco, which was always a good company, is at the top of the (list of the) best steel manufacturers in the world and the credit for that goes to Dr. Irani."

Listing some of the honours bestowed upon him, Tarjani said that he had received the Indian Merchants



*He turned around Tisco from a near-comatose condition to make it one of the best steel manufacturers in the world. Dr. Jamshed J. Irani, former CMD of Tata Steel, receives the Rotary Ramkrishna Bajaj Award for Good Governance from Shekhar Bajaj and President Paul George*

Chamber's Juran Quality Medal for the year 2001 for his role as "A Statesman for Quality" and the Qimpro Platinum Standard in November, 2000.

The Queen of England bestowed on him an Honorary Knighthood for furthering Indo-British partnership in 1997 when he was the President of CII. And the government of India awarded him the *Padma Bhushan* in 2007. The Royal Academy of Engineers had made him an Honorary Foreign Member, an honour so rare that there were only a few such members in the world.

Apart from listing his academic achievements, both at Nagpur and at the University of Sheffield, Tarjani also highlighted Dr. Irani's interest in and contribution to the field of education. He had been associated with the setting up of the Indian Institute of Management, Lucknow, and the Xavier Labour Relations Institute (XLRI), Jamshedpur.

Tarjani revealed that she was invited by XLRI to give the J.R.D. Tata

Oration in 1996. Later, Dr. Irani invited her to sit on the governing body of XLRI. She then got to know him better and to understand the qualities of head and heart that had made him a successful, well-loved person.

*(Continued on Page 2)*



*'We are this close to ending polio.' R.I. President Kalyan Banerjee joins the illustrious group of people who are convinced that victory over polio is round the corner*

# ‘Good governance cannot be mandated, it must come from the heart; it’s like the Holy Grail’

**G**overnance means ruling, but with the consent of the ruled.

Good governance cannot be mandated. It has to come from the heart. It has to be in the bloodstream of the organisation, of the persons concerned.

Governance has to be built up by peer pressure, it’s something to be looked up to and respected... It’s something like the Holy Grail.

These simple, clear views were expressed at the last meeting by Dr. Jamshed J. Irani, former Chairman and Managing Director of Tata Steel, in the course of his talk delivered after receiving the Rotary Club of Bombay Ramkrishna Bajaj Award for Good Governance.

Elaborating on his theory of good governance being in the bloodstream of an organisation, he pointed out that he had been associated with the drafting of a new Companies Act for the government of India but it had not yet been approved by the Cabinet, despite four Ministers having come and gone since 2005 (when he was invited to chair the expert committee set up for the purpose).

“Whatever you do as far as Company Law is concerned, it’s something that has to come from the heart. It’s

## Rotary Bajaj Award for Dr. J.J. Irani

(Continued from Page 1)

She then read out the Citation that was presented to Dr. Irani (**See Box Item**).

Shekhar Bajaj then joined President Paul George and the duo presented Dr. Irani with a glittering silver salver and a framed Citation.

The members present applauded the legendary yet humble Dr. Irani as he received the award. He addressed the Club after the presentation.



*My father told me that I should have 100% attendance as a Rotarian. I know the Four-Way Test by heart. Dr. Jamshed J. Irani speaks at the last meeting of the Club*

very easy to go around the law but very difficult to follow it in practice... it has to be built up by peer pressure, it’s something to be looked up to and respected... it’s something like the Holy Grail...

“Governance to me means that you can rule, but with the consent of the ruled; unless you have their support... you can’t.”

Dr. Irani started his talk by stating that his visit to the Rotary Club of Bombay had sent him on a journey down memory lane. For, his father was a Rotarian who, even though he was a member of the Rotary Club of Nagpur, always came to Bombay on Tuesday afternoons to attend the meetings of this Club. Following his example, he had also been a Rotarian in Jamshedpur for several years.

**One of the things that his father had instilled in him was that “you must keep 100% attendance”. Therefore, from the day that he joined Rotary to the day that he left, he had maintained 100% attendance.**

However, he had to give up his membership because as he progressed in Tata Steel and had to travel more frequently, retaining his attendance record became almost impossible. However, his Club in Jamshedpur had honoured him by retaining him as an Honorary Rotarian (and he had been one for almost 30 years).

“I know the **Four-Way Test** by heart and therefore I will stick to the truth. One of the truths is that when Tarjani asked me to come and accept this award, she forgot to mention that I would have to earn my lunch and speak after getting the award. But the subject is so close to my heart that it’s quite easy for me to recount some of my experiences without any trouble.

“And I also know that time is a factor, particularly for those who are in business and who would like to get back to their desks at a reasonable time on a Tuesday afternoon.”

Dr. Irani said he was humbled to hear the appreciation showered on him for revamping Tata Steel. But the fact was that he had been given the honour of heading an army that was committed to improving itself.

Thanks to the government’s bias towards the public sector, Tata Steel had become a “prehistoric” steel plant through the ‘Fifties and to the ‘Eighties. In the ‘Eighties, he said to the then Chairman, the late Mr. J.R.D. Tata, that unless the company modernised, they would be forced to stand outside the plant’s gates in Jamshedpur, selling tickets with the slogan, “Come and see the steel museum!”

Mr. Tata had laughed heartily at the quip but the message had gone home. Tata Steel started modernising from the late ‘Eighties. But what did modernisation actually mean? Was it

just the installation of new equipment or was there more to it?

“Modernising doesn’t mean only that you put in new equipment. Of course, that’s necessary but more important is modernisation of the mind. There are things that you have taken for granted and when you change course, many a time you have to walk away from things which you had believed in and looked upon as infallible.”

Dr. Irani recalled that in the 1990s Tata Steel was a happy family of about 80,000 employees in Jamshedpur and elsewhere. That was the time when Dr. Manmohan Singh opted for economic liberalisation and virtually opened India to foreign influences. The realisation dawned at Tata Steel that apart from modernising the plant, it was also necessary to modernise the workforce.

**And so, all through the ‘Nineties, when he had the privilege of leading Tata Steel, the company reduced the workforce from just under 80,000 to just over 40,000 – effecting a 50% cut – and yet there were no tears and no strikes (nothing like what was being seen in and around Delhi in some of the new industrial establishments).**

Of course, not everyone was happy but everyone appeared to have realised that it was necessary to change in order to survive. When the workers’ union expressed concern, he told them that governance was for the Tata management to ensure; all that was asked of the union was not to interfere.

“We said we would deal directly with the workers because we realised that it was too much to expect any union to support a drastic cut in staff. They asked, why do you want to reduce? I said, as far as industry is concerned, we are in the ICU.

“They understood that because we have a very big ICU in Jamshedpur Hospital. They knew who went in and who came out. I said, just as in an ICU you have to decide how you want to get out... if you undergo some pain, some surgery and take bitter medicines, then one day you can look forward to walking out of the ICU on your own legs, vertically; you are a fit man again, ready to work.

“On the other hand, if you decide not to suffer any pain, not to undergo any surgery or to take some bitter medicines, and if you insist that God will look after you, then in time God will look after you and you will go out horizontally – straight to the burning ghats!”

(Continued on Page 6)  
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*The Rotary Club of Bombay is privileged to present the Ramkrishna Bajaj Award for Good Governance to Dr. Jamshed J. Irani  
For transforming a good company into a global leader  
For changing mindsets and galvanising a large workforce into a priceless asset  
For his intellectual and organisational contributions to temples of learning like XLRI and IIM, Lucknow  
For bringing pride to our country with his global achievements  
For his capacity to put people before procedures and processes  
For his invaluable contribution to changing the way government and industry look at governance  
For his highly acclaimed suggestions on improving corporate law  
For a long and inspiring career through which he also produced steel.*

Sd/-

**Paul George**

President, Rotary Club of Bombay  
2011-2012

## At the last meeting

(Held on October 18, 2011)

**P**RESIDENT Paul George called the meeting to order and welcomed the guest speaker, the Visiting Rotarians, Rotaryans, guests and others.

### BIRTHDAYS

Members and spouses celebrating their birthday during the week were felicitated.

### ATTENDANCE

Members	147
Rotaryans	7
Guests	3
Total	157
Svc. box collection	Rs. 5,000

## 'Oberoi Melting Pot'

**P**resident Paul George recognised and thanked two members of the city's diplomatic corps who were present at the last meeting.

Mr. Antonio Bullon, the Consul-General of Spain, was accompanied by Mr. Nicolas Lepage, the Consul-General of Canada. Mr. Bullon is serving as the dean of the diplomatic corps in the city.

Paul pointed out that the diplomatic corps had played a key role in the successful organisation of the "Oberoi Melting Pot" which was held on Sunday, October 16.

He had a special word of praise for PP Nandan Damani, Nirav Shah and Arvind Agarwal who, along with their respective spouses, Shreelekha, Devina and Rachna, had manned the Rotary stall at the event.

Till last count the "Oberoi Melting Pot" had helped collect about Rs. 35 lakhs to be allocated to three different organisations for social work. The NGOs identified for the grant this year were the Cancer Patients' Aid Association, the Salaam Balak Trust and Pratham, he added.

*Photo feature in a subsequent issue*

## District Conference in February, 2012

**T**he early bird gets the worm. With registrations for the next District Conference, styled DISCON 2012, already open, it's time to benefit from some of the discounts being offered by the Host Club, viz., the Rotary Club of Bombay North.

In a special note to the Rotary Club of Bombay, Host Club President Ajeet Arenja has requested members to register their names as early as possible, preferably before the end of October, to receive a substantial discount for a two-night stay at Hotel Renaissance, Powai, where the Conference will be held.

The Conference will be conducted over two days, on Saturday and Sunday, February 11 and 12, 2012.

The Conference Chairman is the impeccable PP Vijay Lazarus who is known for his excellent arrangements and for providing lavish spreads to his guests.

A two-night stay at the Renaissance would cost a mere Rs. 6,500 per couple per night (over and above the Conference fees) and provide exceptional value for money. The package would include world-class entertainment, meals, bar facilities and seven-star amenities, thus providing a delightful family vacation-cum-Rotary experience to all participants.

Ajeet Arenja, who is the spouse of Nitika and the father of Anuj, informs that since only a limited number of rooms were available, it would be in members' interest to confirm their registrations as early as possible.

### Birthday donations

**P**PP Dr. Rumi Jehangir has made a birthday donation of Rs. 10,000. President Paul George, who made an announcement to this effect at the last meeting, thanked Rumi for his generous contribution.



**The Rotary Diwali Night is on Saturday, the 5th of November, 2011 at Madhuli Gardens, Shivsagar Estate, Dr. A.B. Road, Worli, Mumbai 400 018 from 7.30 pm onwards.**

**Let's take a trip down memory lane thru the 60s, 70s and 80s... and celebrate the Festival of Lights, retro-style, with an exciting evening of drinks, dance, dinner and more...**

**Your confirmation will be appreciated.**

*Arvind & Rachna Agarwal  
Madhusudan & Vandana Daga  
Nandan & Shreelekha Damani  
Jalaj and Vita Dani  
Mudit & Malti Jain  
Seema & Prakash Makhija  
Manoj & Nandita Patodia  
Manish & Rakhee Reshamwala  
Alok and Niti Saxena  
Alok & Mayuri Sekhsaria  
Nirav & Devina Shah  
Pranay & Sweta Vakil  
Priyasri Patodia*

**RSVP: Sandhya 022-23078302  
evolve.rotary@gmail.com**



Welcome to the Club. Mr. Antonio Bullon, the Consul-General of Spain, attended the last meeting of the Club in the company of his fellow Consul, Mr. Nicolas Lepage of Canada (seated in the centre in the first photograph). President Paul George, who welcomed the guests, pointed out that Mr. Bullon is serving as the dean of the diplomatic corps in the city which had played a key role in the successful organisation of the 'Oberoi Melting Pot' held on October 16. The others who can be identified in the first row in these pictures are, from left, Deepak Kapadia, Nowroze Vazifdar, Ashok Jatia, PP Nalin Parikh, PP Kalpana Munshi, Mrs. Daisy Irani, spouse of Dr. Jamshed Irani, Dr. Fardoon Soonawalla and Suresh Lulla

## Woman power to the fore

*Behind every successful project there is woman power. President Paul George felicitates Rotarians, Rotaryans and others who have helped make the 'Bhavishya-Yaan' project a success at all the four centres.*

*The occasion was the inauguration of the fourth centre at N.M. Joshi Municipal School, Delisle Road, Parel, on September 23*



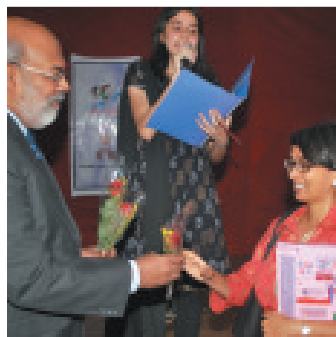
*President Paul George felicitates Priyasri Patodia and Freyaz Shroff. Priyasri is a Coordinator at the Worli centre and Freyaz handles Colaba*



*Rotaryans Bijal Kara and Nandita Patodia. Bijal is a coordinator at the Colaba centre and Nandita at Byculla*



*Rotaryann Vandana Daga is a coordinator at the new N.M. Joshi Marg centre and so is Ms Aparna Venkatswamy*



*Paul presents a carnation to Ms Neeta Pradhan of Vidya, while Ms Rashmi Misra, also of Vidya, is felicitated by N.M. Joshi Principal Traimbakesh October 25 to October 31, 2011*



## I HAVE A DREAM, SAYS RUBINA

She dreams of becoming a doctor, a surgeon. But Rubina Sheikh has not forgotten the golden words uttered by the former Miss World, Diana Hayden, who remembers her beginnings and always requests young people to stay firmly rooted to the ground.

Diana had cautioned: "Never forget where you come from. You are going to grow, you will get a lot of support... but remember where you come from, remember to appreciate everything that comes your way, because you have been given that chance; that's what even President Obama had said."

Now a bright young student of Std. XII at one of the city's elite institutions, the all-girls Sophia College, off Warden Road in downtown Bombay, Rubina is proud of the fact that she had a mentor like Diana to guide her as she took her first steps towards dreaming a dream that she had never dared dream before.

With an international organisation like the Rotary Club of Bombay channelling her ambitions and assisting her in her academic studies, she quickly metamorphosed into an industrious student, grabbing the opportunity that had been offered to her with both hands.

Rubina is the first student from Dr. Ambedkar Municipal School at Worli to be admitted to Sophia College which boasts, among its many distinguished alumni, of a certain Ms Vasundhara Raje Scindia who served as Chief Minister of Rajasthan from 2003 to 2008.

And how is life treating her at Sophia's?

Not bad, she said in the course of a chat at the N.M. Joshi Municipal School where the fourth centre of the illustrious *Bhavishya-Yaan* project of the Rotary Club of Bombay was inaugurated on September 23.

What makes Rubina's case special is the fact that she belongs to the very first batch of the *Bhavishya-Yaan* project at the Worli school and that she scored over 90% marks when she appeared for the S.S.C. examination.

But how did she manage to get admission at Sophia's, which is almost out of bounds even for bright students?

It was not really difficult, she confessed. She went to the college, filled the admission forms and returned home. Among other details, she had been asked to provide her telephone number, too.

Imagine her surprise when she received a call a few days later asking her to visit the college, pay her fees and take admission in the Junior Col-



*The girl with the gumption. Rubina Sheikh inaugurates the fourth 'Bhavishya-Yaan' centre at N.M. Joshi Municipal School, Parel, on September 23*

lege section (in Std. XI). No influence, no recommendation, no nothing. She was admitted on merit, on the basis of the marks that she had scored at the S.S.C. exam.

Over the next few days, she thanked *Bhavishya-Yaan* and the Rotary Club of Bombay on more than one occasion. First of all, she thanked them for the coaching that she had received and which had enabled her to score better marks. Secondly, thanks to them, she had developed the confidence to go out and face the world.

And who had paid her college fees? "The Rotary Club of Bombay!" Rubina said proudly.

It was only after she had fared well in the S.S.C. and obtained admission at Sophia's that something clicked inside her. Till she had become part of the *Bhavishya-Yaan* project, she had had no idea about careers, professions or occupations.

*Bhavishya-Yaan* taught her to open her eyes and to dream. And the very first dream that she dreamt was that she would become a doctor. A surgeon, perhaps? Yes, since she had started dreaming, and since she had dreamt that she could become a doctor, why could she not dream about becoming a surgeon?

Soon, the dream took root and Rubina started working towards fulfilling that dream.

Today, even as she studies for the qualifying Std. XII or H.S.C. exams, she is also attending special tuition classes to prepare for the PMT (pre-medical admission examination) so that she can enrol for the M.B.B.S. and study to become a doctor.

Will she be able to achieve that dream? Will she become a doctor? A

# BINA SHEIKH



*She sings along with (Dr.) Indu Shahani at the 'Bhavishya-Yaan' centre at N.M. Joshi Municipal School on October 23*

surgeon? Time will tell, but right now Rubina is concentrating on her studies.

And yes, she has not forgotten the rare experience of hearing and interacting with the doyen of the art world, Akbar Padamsee, who had attended one of the first workshops conducted at the first *Bhavishya-Yaan* centre.

Did she bunk classes and go to the movies as collegians usually do?

No, never, she exclaimed. She does not miss her classes or her practicals.

And how did the staff and the teachers treat her?

They were very kind and helpful, she said.

Finally, this correspondent asked a question that he now believes he should not have framed.

Did she have many friends at college?

No, said Rubina, with a laconic smile.

As the delightful chat came to a poignant end, Rubina was summoned to the stage and requested to make a brief presentation. She did it with aplomb, surprising everybody with her erudition and her command over the language.

Such was the confidence that she had gained over the years that she requested the chief guest on the occasion, the Sheriff of Bombay, Principal of H.R. College and UGC member, (Dr.) Indu Shahani, to join her on the stage to sing the popular ballad *Hum honge kaamyab* (slightly tweaked to include the words *Bhavishya-Yaan*).

Indu happily obliged her.

*Bhavishya-Yaan* has launched Rubina into orbit. She is confident that the Rotary Club of Bombay will always be there to help her in times of need.

October 25 to October 31, 2011



*With the surgeon who performed the operations. Shyamnivas Somani was present at St. Elizabeth Hospital when polio-affected patients underwent corrective surgery recently*



*The surgical camp was organised by the Lions Group and the Rotary Club of Bombay collaborated with it. Apart from Shyamnivas, Notoobhai Brahmabhatt was also present*



*Applauding the work done by the surgeons and the hospital. Shyamnivas Somani addresses the gathering in a small annexe outside the operation theatre*



## THE 'PLUS' IN POLIOPLUS

When Rotary launched PolioPlus in 1985, the "plus" signalled the belief that the polio eradication effort would increase immunisations against five other diseases prevalent in children: measles, tuberculosis, diphtheria, whooping cough and tetanus. As time went on, the list of benefits grew.

Polio immunisation campaigns created an avenue for other life-saving health interventions, such as the distribution of vitamin A supplements. And new equipment for transporting and storing vaccines made it easier to combat infectious diseases in developing areas.

The enormous network of laboratories and health clinics charged with identifying new cases of polio began

to monitor the spread of other viruses as well. The Global Polio Eradication Initiative (GPEI), which Rotary helped create, rose to international prominence as a model for public-private partnerships to address world health issues.

The "plus" in PolioPlus means that Rotarians are doing more than stopping the spread of polio in the last four countries in which it is endemic; they also are building a legacy of infrastructure and partnerships that will support the fight against infectious disease long after polio is gone.

### The cold chain

Transporting vaccines to developing areas is no easy task. From the time they leave the manufacturer until

they reach recipients, vaccines must be kept between 2 and 8 degrees Celsius (though some may be frozen at -15 to -25 degrees). Variances of even a few degrees could spoil an entire shipment, leaving children without the protection they need.

The "cold chain" created to distribute polio vaccine has been used to transport other vaccines, such as measles, tetanus and diphtheria. An estimated one-third of the "cold chain" capacity in sub-Saharan Africa was implemented to support polio eradication.

In other words, the "plus" in PolioPlus is no ordinary suffix. It means much, much more and to many more children.

# *‘The credo of the House of Tata is that what comes from the people goes back to the people, multiplied several times over’*

(Continued from Page 2)

Dr. Irani said that this simple message went home and everybody realised that they had to modernise their thinking. When he was asked about the ultimate goal, he realised that he could not bluntly state that from 80,000 the workforce would have to be brought down to 60,000 or even 70,000. Had he done that, there would have been unrest even in a peaceful town like Jamshedpur.

**Therefore, he stated that he was not sure about how many people would have to go, but that there would be a target for every year. And so, just as doctors told patients to chew every morsel and to digest it before taking another one, Tata Steel kept a target of reducing the workforce by 2,000, 3,000 or 5,000 every year. In ten years, the workforce was down to 40,000; it became a healthier company; it had been generous and everyone was happy.**

One of the most difficult tasks was telling a person that one had grown up with, who had worked as an associate in Tata Steel, whose children had been to school with one's own children, whom one met in the club every day, that he had been a good soldier but from tomorrow there would be no job for him at Tata Steel. But he would be "treated very handsomely".

The company had a very good plan and the fact that there was no unrest showed that the plan was adequate and successful. When a friend asked for this plan, he had sent the details. That man had looked at the plan and commented, "Jamshed, I have looked at your plan and you either have too much money or too little brain, because it's not workable!" They were still friends.

Another aspect of good governance that Dr. Irani touched upon pertained to the kinds of persons that one had

to deal with. Not all people were "saints" and many had principles that were at variance with one's own principles. Yet, it was possible to deal with such persons without giving up one's principles.

The example that he chose to illustrate this point pertained to a former Chief Minister of Bihar, Mr. Laloo Prasad Yadav. His principles were in many ways quite different from those of Tata Steel and yet they had got on well together.

Mr. Yadav became the Chief Minister at almost the same time that he had become the Managing Director of Tata Steel and Mr. Ratan Tata the Chairman of the Tata Group. In an effort to build bridges with him, he went to meet him. His own Hindi was limited and Mr. Yadav did not even know the smattering of English that he now seemed to know. But they had communicated and he had heard him out.

"I told him that we will never embarrass you, we will never ask for any favours, lest the newspapers and others went to town to say that you have given this benefit to the Tatas. We will never ask for anything which is outside your law. Even if we may think that the law is unfair to us, we will abide by it, but we will never embarrass you.

"And in return we want you to understand that we also have certain principles, so don't embarrass us by asking for favours for yourself, your family or party. But if you want anything for the community, for the town, for the people of Bihar, for that we have funds and we will come and gladly help you. Bihar has plenty of floods and other problems; we are short of schools, hospitals... you point out the way and we will gladly help you because we have got plenty of money

for social work, but no money as far as private preferences are concerned.

**"Believe me, it has been almost 20 years now but he (Mr. Yadav) never once violated that agreement; he stuck to his end of the bargain and we stuck to ours."**

Dr. Irani emphasised that the point he was trying to make was that two totally different principles, two totally different ways of doing things could work together for the good of the community so long as they honoured and respected each other's principles. Tata Steel had never had any problems on that score.

Turning to the members of the diplomatic corps present at the meeting, Dr. Irani said that in India it was necessary for companies to undertake activities under corporate and social responsibility. This was not the case in the West. The West had reached a level of development where education, health, transport and many other sectors were well established and looked after by the government; therefore, corporates did not have to part with funds for those activities.

India was rather unfortunate in this regard. In spite of the best efforts of the government, it had not been able to reach the poor with health and educational facilities, with power and latrines in their homes, and so on. Therefore, there was a role and an opportunity for corporates to step in to fill part of the void through the profits that they generated and the wealth they created.

"This was the credo of the House of Tata – and it still is – that what comes from the people goes back to the people multiplied several times over. That is why we, *touché*, have no industrial unrest... Tata Steel recently celebrated almost a century of operations without any industrial unrest. And to do that in a place like Bihar (it's now in Jharkhand), is quite unique.

"We believe in respecting the rights of the other person. Neither side has to give way to forge a future together. Of course, sometimes you have to walk away. That's when there is the temptation of a good deal; but (you know that) along with that deal there is another deal which you cannot accept. I have done it several times, I have walked away personally and for the corporation, saying sorry, what you're putting on the table is very attractive, like the Taj food, but sometimes that food could also be poisoned.

"Once again, it's a matter of choice. Good corporate governance means that you have to rule, but with the acceptance of those whom you are ruling," he concluded.

The first question was posed by PP Arun Sanghi who asked whether he had any suggestions for Maruti which, after many years of peaceful production, was now having a torrid time.

Dr. Irani said he knew very little about Maruti but he would point out that the Japanese and Indian psyches were quite different. In Japan, once they said something, it was done. It was not so in India.

When Tata Steel built a sophisticated rolling mill with Japanese help 15 years ago, there was a question of training those who would operate it. The Japanese said they would send somebody to Jamshedpur to train Tata staff, but he had insisted on sending his staff to Japan to receive training.

At one of the meetings at which he was present, the Japanese explained how they would train the Tata staff; they translated their books, diagrams and other things from Japanese to English. But during question time an H.R. person of Tata Steel stated, "All this is fine, but suppose our worker does not follow these instructions, what happens then? The Japanese did not understand the question!"



October 25 to October 31, 2011

THE GATEWAY, The Bulletin of the Rotary Club of Bombay

## THE FOUR-WAY TEST

*Of the things we think, say or do...*

1. Is it the **TRUTH**?
2. Is it **FAIR** to all concerned?
3. Will it build **GOOD-WILL** and **BETTER FRIENDSHIPS**?
4. Will it be **BENEFICIAL** to all concerned?



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*China has left India so far behind that we cannot hope to catch up with them, at least as far as steel production is concerned. The American view that the Chinese people are unhappy, that they are forced to work, is totally incorrect, Dr. Jamshed Irani tells his audience*

Thus, there was a difference in thinking and it seemed that the Japanese were not able to understand the way things were done in India. Maruti was planning to reduce a few hundred staffers, whereas Tata Steel had reduced 40,000 people – but it had done so in a humane manner and there had been no strikes or other such activity (as a result of the reduction in staff).

PP Sandip Agarwalla asked the “Nano” question. He said that it was one of the rare instances when the Tata Group had to quit or had been eased out. What had gone wrong with the Tata Motors plant in Singur (Bengal)?

Dr. Irani said there had been other instances, too, but those had not hit the headlines because there had been no Mamta Banerjee involved!

But what had actually gone wrong was that the Tatas had not been dealing with the people who worked on the land, those who tilled the land. Instead, it was dealing with the land owners, those who had been the land owners for long and had the rightful ownership of the land. The Tatas dealt with them and had even paid them compensation.

The dealing had left out those who were actually tilling the land even though they were the ones who were impacted the most because of the dealings. And Mamta Banerjee had seized the opportunity. Basically, it was a fight between two political parties, with the Tatas caught in the crossfire.

**“I might add that what happened in Gujarat is the absolute opposite. In Bengal we could not get proper hold of the land even two years after inaugurating the factory. In Gujarat we got the land in five days from Narendra Modi and his government; we had no problems at all. We’re glad that we moved.”**

Ashok Jatia wondered whether the “Occupy Wall Street” agitation and similar stirs in about 80 countries were a result of lack of corporate governance.

Yes, said Dr. Irani. It was lack of corporate governance, not in industrial factories, but in the factories of the financial world. As somebody had stated, there was always enough to meet everyone’s needs, but there was not enough to meet a few persons’ greed.

What about corporate governance in the public sector? asked Shyamnias Somani.

To which Dr. Irani responded by pointing out that there was no difference between the private sector and the public sector so far as corporate governance was concerned. The laws were the same and the people were the same; of course, the systems could be different. It was necessary that everyone followed a certain principle called quality of human relationship.

“I am not suggesting for a minute that it is less in the public sector. But then some of our best engineers at Tata Steel came from the public sector SAIL. And the reason why they blossomed at Tata Steel but could not blossom earlier in SAIL was because of the difference in systems (I’m talking about the 1990s).

“We gave people authority, we delegated power to them. I think in the public sector there is still too much of holding on to power at the top levels. And it is also exhibited in what is happening at Maruti.”

Burjor Poonawala asked the last question. First of all, he said, industry could not progress without trade unions. But then trade unionism was a concept from England and the USA which perhaps did not work well in a country like India. China, on the other hand, was producing efficiently and at very economical prices. Was it possible to strike a balance between the Chinese way of governance and the democratic way of government, such as India’s multi-party system?

Dr. Irani said there was a danger of falling between two stools. But he had seen industrial development in North-East China where the Tatas had put up a small plant. And he had come to the conclusion that the American view that the Chinese people were unhappy, that they were forced to work, was totally incorrect.

After 50 years and two generations, the Chinese appeared to love the way in which they were operating. Did anyone see, in any Western city, people coming out at 6 in the morning and dancing to music? And the same, or younger, people coming out at 6 in the evening and dancing to music? They were usually exercising to the music. He had seen this in Chinese cities.

The people were happy because their government had delivered them from the anarchy that had existed earlier. However, the systems were different. In China, once they (the people) had made up their mind to do something, they went ahead and did it.

**In 1955, India made more steel than China. India produced 5 million tonnes, while China only accounted for 3 million tonnes. But today, China made 700 million tonnes and India only 70 million tonnes. Thus, India had progressed from 5 million to 70 million, while China had gone from 3 million tonnes to 700 million tonnes of steel!**

The vote of thanks was proposed by PP Vithal Palekar.

October 25 to October 31, 2011

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**ROTARY CLUB OF BOMBAY**

FOUNDED 19 MARCH, 1929  
 Charter No. 3128, Dated 08 May, 1929  
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# An IAS man who is adept at both e-commerce and e-business

Mr. Alwyn Didar Singh, who will speak at the Club on October 25 on “NRI – Not Required Indians to Now Returning Indians”, is a senior Indian Administrative Service (IAS) officer, serving as Secretary to the government of India in the Ministry for Overseas Indian Affairs.

Before taking up this assignment, he served as Member (Finance) [Additional Secretary to the government of India], National Highways Authority of India, Department of Transport and Highways, till November, 2009.

Earlier, he was Joint Secretary in the Ministry of Heavy Industries; and in the Ministry of Commerce (Foreign Trade).

Mr. Singh has hands-on experience in e-commerce and e-business, having served as MD of two information technology enterprises in the

State of Punjab; he was instrumental in setting up an IT park and satellite earth station at Mohali in the 1990s.

An international expert in e-commerce and ICT development, he has done several studies in the field of ICT strategy and e-commerce for several international agencies, including the International Trade Centre, the World Health Organisation, the South Centre, Geneva, and the Commonwealth Secretariat, London.

## Spouses/Rotaryanns

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 October 26

Dr. Bomi Mehta  
 October 27

Snehal Jalan  
 October 28

Madhuri Dalal  
 October 29

Vina Mehta  
 October 30

Reshma Shikari  
 October 30

Dr. Narges Mahaluxmivala  
 October 31



## Happy Birthday



Feroze Patch  
 October 25



Vijay Taparia  
 October 26



PP Ashish Vaid  
 October 26



Dr. Vandana  
 Bulchandani  
 October 27



PP Ajay Kanoria  
 October 27



Seema Makhija  
 October 28



Dr. Nayna  
 Dastur  
 October 29



Surendra Dempo  
 October 29



Rasik Ajmera  
 October 30



Jehangir Irani  
 October 30



Dr. Devendra  
 Saksena  
 October 30



Tarjani Vakil  
 October 30

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