Appendix I

Short Biographies of 'Merchants of the Raj'

This directory of 'Merchants of the Raj' includes all named contributors, others met during the course of research, and some particularly notable historical figures mentioned in the text. The entries are intended to provide basic background information only to help the reader, in the manner of a dramatis personae.

Adams, Dick: Mackinnon Mackenzie/P&O. On leaving the Army, had an introduction to a director of the P&O. Joined Gray Dawes, the BI London agents, in 1946, left for India in January 1947. Joined accounts department, then in steamers department 1948–51. Returned to Calcutta in 1961–3 as a manager under Mohi Das's chairmanship. Helped to arrange the disposal of Mackinnon's on his return to London.

Anson, James: Mackinnon Mackenzie/P&O. Arrived in Calcutta in January 1937, as the fourth generation of his family to work in India. Posted to Karachi in 1938. Returned to Bombay in 1945, and to Calcutta in 1949. Moved from Calcutta to Bombay in 1964, and retired in 1969.

Atal, N. N.: Balmer Lawrie/McLeod Russel. Joined Balmer Lawrie in 1947 as one of the first Indian covenanted assistants in the company. Educated at the Doon School and St Stephen's College, Delhi. Now MD of McLeod Russel in Calcutta, part of the Macneill & Magor group.

Bajoria, B. P.: McLeod. Present chairman of McLeod, younger brother of C. L. Bajoria, who acquired McLeod from British owners in 1952. Initially responsible for the tea interests of the group. Has helped in the diversification of the business and negotiation of foreign joint-ventures.

Baldock, Newman: Macneill & Barry. Joined Macneill & Co. in 1938, aged 23, having trained in accounting in the coal industry in South Yorkshire. Joined the army in India in 1941. Returned to the coal department, helped in export of coal to Australia in 1949–50. Became director of the central administration of Macneill & Barry, and finally Managing Director. Returned to UK in 1968, aged 53, joining Inchcape plc before his retirement.

Banyard, Peter: Carritt Moran. Joined Begg Dunlop – a smaller managing-agency house – in 1934 in Calcutta, having been apprenticed to a tea broker in London in 1930. Started as assistant in tea department, aged 22, first leave in 1937–8. 1940 joined Indian Army. After the war, Begg Dunlop was sold to McLeod. Left them and joined Carritt Moran and became director, aged 35, in 1947. Returned to the UK in 1961 and joined broking firm of W. J. and H. Thompson. Also served as a director of the Assam Company in London.

Benthall, Edward: Bird & Co. Devoted his working life to the affairs of Bird & Co. and F. W. Heilgers. He also held official positions in Calcutta and, during the war, in Delhi. He married one of Lord Cable's daughters.

Benthall, Sir Paul: Bird & Co. Arrived in Calcutta in 1924, aged 22, worked in India until 1952. Started as a mill clerk. Stayed in Calcutta during the war. Became President Bengal Chamber in 1947. Sons James and Richard succeeded him, joining the firm in 1957.

Bhasin, Satti: Goodricke. Trained as an engineer. Joined James Warren in 1954 as a planter. Was deputy manager of Koomber Tea Garden in 1966–7 when he met Mr Gordon Fox, and then became MD of Koomber Tea Co. Was appointed MD of Goodricke Group on its formation in 1978, and has led its expansion since then. Founded Darjeeling Planters' Association. President of Institute of Plantation Management.

Brown, Sir John: Jardine Henderson. Trained as an accountant in Scotland, then worked for Lovelock & Lewes in Calcutta, arriving in 1936. In Calcutta during the war, helped to set up the organisation for the Indian Tea Association. Became partner in Lovelock & Lewes in 1946, and stayed until 1949. Joined the Board of Jardine Henderson, and served as a director until 1955, becoming chairman from 1957 to 1963. Became Vice President of the Bengal Chamber in 1958–9. Retired from India in 1963, but returned thirty times in the following

twenty years. Became chairman of McLeod Russel in 1972. Served as a director of Tata-Finlay in 1973–6.

Cable, Lord: Bird & Co. A man of personal distinction who held many official positions in Calcutta. He had an Indian domicile which involved subsequent taxation and remittance problems for the Trustees of his Will as well as the beneficiaries and the business after his death in 1927.

Campbell, Sir Colin: James Finlay. Joined James Finlay in 1948. Traditions of service in India in his family. From 1953 to 1958, worked in import department. Left Calcutta in 1958 and went to East Africa for twelve years, returning to Glasgow in 1971 with the job of Indianising Finlay's Indian business, and ultimately became Chairman of James Finlay in Glasgow, retiring in 1990.

Catto, Lord: Andrew Yule. Succeeded his father who had been chairman of Andrew Yule 1919–29, and absentee chairman till 1939. After war worked for a year at Yule Catto & Co. in London, and came for a year to Morgan Grenfell for further experience. Was to go to India but stayed in London with Morgan Grenfell. Kenneth Mealing was MD in London 1945–1960, and he dealt with Yule Catto's Indian affairs. Made frequent visits to India before Andrew Yule sold to the Government.

Chaudhuri, V. K.: Balmer Lawrie. Joined Balmer Lawrie as a covenanted assistant in 1954. Became No. 1 of the tea gardens department in 1968, the first Indian in this position at Balmer Lawrie. Stayed with Balmer Lawrie until 1970. Later to become MD of Jokai Tea Company, in 1973, and now runs his own industrial leasing company based in Calcutta.

Chaudhuri, Sachin. A barrister of great distinction. He was also at one time Finance Minister in Nehru's Government, which included the period of the sale of the river-steamer companies.

Chhabria, Kishore: Shaw Wallace. Became MD of Shaw Wallace in Calcutta when it was acquired by his family business in 1987.

Clough, Monica: James Finlay. The daughter of a Finlay planter in the High Range. Born in India, returning to the UK to attend school in 1931. Her husband Julian arrived in India in 1927, and became head of Finlay's shipping department, ultimately becoming No. 1. She went

back to the High Range in 1940, and to Calcutta in 1942. Returning to the UK in 1953, she maintained her links with Finlay's through editing the House Magazine. Became a lecturer at Stirling University, and writes about Scottish and Indian history.

Das, Mohi: Mackinnon Mackenzie. Educated at King's College, Cambridge, joined Mackinnon's in 1932 in Calcutta, being posted to Bombay in 1940. Returned to Calcutta in 1948. Became a director in 1954, and ultimately became the first Indian No. 1 of Mackinnon's, retiring in 1964.

Datta, P. B.: James Warren. Was born in Sylhet. Joined James Warren – then known as the Planters' Stores and Agency Company – in 1947 in London, after graduating from Cambridge. Retired in 1979 and still lives in Calcutta

Deogun, R. N. (Ruby): James Finlay. Joined James Finlay in 1954, and ultimately became No. 1 of Tata Tea on the retirement of Saroj Mehera in 1985, retiring in 1991.

Dudeja, Vijay: Tea Brokers Pvt Ltd. Currently chairman of Tea Brokers Private Ltd, a broker to many of the ex-managing-agency houses. Originally joined J. Thomas in 1964.

Galloway, Hugh: Octavius Steel. Became No. 1 of Octavius Steel. Was 47 years in tea in London and Calcutta. Returned to the UK in 1958.

Gilani, David: Bird. Born in Mussoorie, educated at Allahabad University. Joined Bird's in 1943, aged 21, stayed till 1969. Began in accounting department and then went to jute mills. Became head of export department in 1948, the youngest to hold this job, then travelled the world as a salesman for Bird's products. Helped in achievement of record profits by Bird's in 1950. Became head of engineering department in 1962. Joined the Board in 1965, stayed till 1969, and now works as a freelance consultant, based in Delhi.

Gladstone, Stephen: Gillanders Arbuthnot. A descendant of one of the families which founded this partnership at the beginning of the nineteenth century. Sold his remaining shares in Gillanders in 1988 to G. D. Kothari. Still a director of the company, and a frequent visitor to Calcutta.

Goenka, D.P.: Octavius Steel. The present chairman of Octavius Steel in Calcutta, and cousin of K.P.Goenka, who bought into Duncan's. First became chairman in 1968. Took over on full-time basis in 1970.

Goenka, Vinay: Warren Tea. Graduated in botanical sciences from the University of Calcutta. His father owned a tea-blending unit, and acted as distributor for Duncan's in Kanpur; father also owned tea estates in Upper Assam. Became MD of Warren Tea in 1983, when it was taken over by his father-in-law, G.S.Ruia, an NRI based in the UK. Has led the turnaround and diversification of the Warren business in Calcutta. President of the Tea Research Board.

Graham, Sir Peter: Standard Chartered Bank. Worked for the Standard Chartered Bank in London and Calcutta before joining the Equatorial Bank and becoming a director of the Crown Agents, in London.

Greer, Bernard: Turner Morrison. The last British No. 1 of Turner Morrison. Arrived in Calcutta in 1928 as a shipping assistant, returning to the UK in 1939. Returned to Calcutta in 1946, became a director. Appointed No. 1 of Turner Morrison in 1952. Left India and subsequently joined the Inchcape Group. Died in 1990.

Gupta, P.K.: Duncan Brothers. Joined Duncan's in 1957 and subsequently became a director, and then moved to Delhi.

Hayward, Sir Anthony: Shaw Wallace. Joined the company when it took over his father's wines and spirits business, D. Waldie. Became Chairman of Shaw Wallace in 1970, and was one of the last expatriates to leave Calcutta, in 1978.

Inchcape, Lord (James Lyle Mackay), the first earl: Mackinnon Mackenzie. The original 'Merchant of the Raj' who joined Mackinnon's in 1874 aged 22, and ultimately became Chairman of the combined BI and P&O in 1914, until 1932. Acquired the Indian partnerships Macneill & Co. and Barry & Co. in 1915. The grandfather of the present Lord Inchcape.

Inchcape, Lord (Kenneth Mackay), the third earl: Mackinnon Mackenzie. After the death of his father in 1939, became executive senior partner of both Mackinnon and Macneill groups. Joined the companies after the war, serving as shipping assistant in Mackinnon's

from 1945. Returned to London in 1948 to plan the future of group under new political and economic conditions, but visited Calcutta several times a year until 1957, when he returned to lead the flotation of Inchcape & Co. Limited in 1958. Also on the Board of P&O, and ultimately chairman. Chairman of Inchcape PLC until 1983, and still life-president.

Jauhar, G. K.: J. Thomas. Present chairman of J. Thomas. Joined the firm from university, graduating from the Doon School and St Stephen's College, Delhi. Was recruited by Guy Routledge as one of the first Indian covenanted assistants, with Vinod Parek and Dipak Roy.

Jenkins, Sir Owain ('Oscar'): Balmer Lawrie. Educated at Oxford, degree in English. Joined Balmer Lawrie in 1929 in the tea estates department. 1935 first home leave. Served in army 1940–5. Appointed to Balmer Lawrie Board in 1946. Became MD of Balmer Lawrie in 1947. Retired to the UK in 1958 and later wrote *Merchant Prince*, his own personal account of life as a Calcutta boxwallah.

Khaitan, B. M.: Macneill & Magor. Had his own business in fertilisers and plywood, and took a stake in Williamson Magor in 1964, acquiring the shares originally purchased by Gladstone Lyall. Became a partner of Inchcape in India with the merger with Macneill & Barry in 1974. Currently head of Macneill & Magor in Calcutta, having led its growth and diversification.

Kothari, G. D.: Gillanders Arbuthnot. Acquired an interest in Gillanders in 1967, having bought a Gillanders jute mill in 1956. Was closely involved in running the Indian Copper Company until it was nationalised in 1971–2. Still chairman of Gillanders but now semi-retired.

Mehera, S. K.: James Finlay. Joined James Finlay in 1949. Born in London, but educated in India at St Xavier's School in Calcutta, the Doon School, and Calcutta University. First worked as an assistant manager on various tea gardens in Assam for six years. Became an assistant manager in the Tea Purchase Department in 1956, then in 1960 manager of Cochin sub-branch, and 1962 manager of the Tea Purchase Department. Was, in 1968, manager of the Tea General Department, and became No. 1 in 1972. Was then head of Tata-Finlay, then Tata Tea after 1983. President of the Bengal Chamber of

Commerce, 1979–80. Retired in 1985 from Tata Tea, and now has his own consultancy business.

Mehta, S. G.: Jardine Henderson. Now MD of Jardine's. His father, Girharilal Mehta, had acquired a share in the business, becoming a director in 1947 and senior director in 1952.

Mitter, Bhaskar: Andrew Yule. Became the first Indian chairman of Andrew Yule; spent thirty years in the managing-agency system. Educated overseas, arrived at Andrew Yule in 1944 as covenanted assistant in Head Office, retired in early 1970s. Served as a director of the Assam Company in Calcutta. Now a director of the Calcutta Electrical Supply Corporation.

Momen, G.: Carritt Moran. The present chairman of Carritt Moran, the first Indian to be the head of the firm.

Monteath, Ruthven: Mackinnon Mackenzie. Educated at Queens College, Oxford; father had been No. 1 of Mackinnon's. Arrived Calcutta January 1938, aged 22. First leave after eight years. Served in armed forces. 1946–52 worked in Colombo, Rangoon, Penang and Singapore. Returned to Calcutta 1952. Involved in move of BI management from Calcutta to London in 1956, becoming a General Manager in BI and subsequently a founder and Director of O.C.L., later to become P&O CL.

Ogilvie, Sir Alec: Andrew Yule. Trained in accountancy, arrived in Calcutta in 1935. Fifth generation of his family to work in India. Became a director of Andrew Yule in late 1940s. Ultimately became No. 1 of Andrew Yule in Calcutta. President of Assocham in 1964–5. Returned to UK in 1965.

Parekh, Vinod: J. Thomas/James Warren. Educated in Bombay, joined J. Thomas in 1945, rising to become MD in 1957 and Chairman in 1960. Left J.Thomas in 1967 to become the Chief Executive of James Warren in India, and organised the Indianisation of the business. Left James Warren in 1971 and set up the Housing and Urban Development Corporation of India, and then became Chairman of the State Trading Corporation in 1973, retiring from this in 1977. He worked for a merchant bank in London and has now settled in London.

Paris, Walter: Bengal Chamber of Commerce. Entered the Civil Service in London after graduation from university, joined Bengal Chamber in 1948. Retired back to the UK in 1971.

Parsons, Sir Michael: Macneill & Barry. Joined Barry & Co. in Calcutta in 1937 after graduating from Oxford. Initially worked in the jute mills. During the war, was taken prisoner by the Japanese. Career parallel to that of Newman Baldock. Played an important part in the disposal of the river steamer companies. Became a director of Inchcape & Co. Limited on his return to the UK.

Paterson, Sir John Jardine: Jardine Henderson. Arrived in Calcutta in 1946, principally based with Jardine Henderson. Eldest brother had also been in the family business, coming to Calcutta after death of their father after the war. Had been at Cambridge for one year before the war only. Worked in Jardine jute mills for a year then to Calcutta. In 1952 became a director in Calcutta. Retired back to the UK in the 1960s.

Pepperell, Peter: Duncan/Goodricke. Worked for Duncan's after it had passed into Indian hands, during the early 1960s, in the Anglo-Indian jute mills. Involved in the expansion of Duncan's under the Goenkas in the 1960s, moving to Calcutta in 1963, and helped to set up the Carbon Black plant with Philips Petroleum. Retired from India in 1973. Became a director of Walter Duncan Goodricke in London and the Goodricke Group in Calcutta, retiring from the latter in 1991.

Prashad, Pran: Bird & Co. Joined Bird's in 1941. Acquired controlling interest in Bird's in 1965, and sold it in 1972. Moved to live in the USA.

Ray, Arabinda: James Warren. Joined Bird's in 1950 out of university as a trainee, but left soon afterwards and joined Metal Box. Was to return to the managing-agency system as MD of Warren's, in 1977, until 1983. Now retired and living in Calcutta.

Ray, B.P.: Orr Dignam, Solicitors. Joined Orr Dignam in 1935, having graduated from Calcutta University with a First Class MA in English Literature, and worked as an articled clerk until 1941, when he qualified as a Solicitor, then worked with the firm as an Assistant Solicitor from 1941 to 1946. Set up and ran own practice for ten years. Returned to Orr Dignam in 1956 as an Assistant Solicitor, and became a partner in 1960, and the first Indian Senior Partner in 1967, taking

over from the last British partner, Harry Silverston. Retired in 1980, but stayed on with the firm until 1988, and is still working as a legal consultant, now aged 79.

Rome, Michael: Macneill & Magor. Joined Williamson Magor in 1949 and became one of the last expatriate employees of the company, retiring back to the UK in 1988.

Routledge, Guy: J. Thomas. Grandfather had founded McLeod Russel at end of nineteenth century, long connections between his family and India. Went to India from school, aged 19, in late 1930s. Went to father's tea gardens, managed by McLeod, for three years. After the war, joined brokers Thomas Cumberledge in London, then J. Thomas, staying with them for thirteen years, ultimately becoming Chairman, from 1957 to 1961. Retired to the UK. Chairman Tea Brokers' Association of Bangladesh.

Roy, Dipak: J. Thomas. Became Chairman of J.Thomas in 1967 at the age of 34, having been a director since 1964. Retired as chairman in 1987, and subsequently joined Apeejay's Assam Frontier Tea Co. Died in 1991.

Roy, Preeti: J. Thomas. Wife of Dipak Roy, aged only 26 when her husband became chairman of J. Thomas, and well-known for her activity in charities in Calcutta, especially the Women's Friendly Society, of which she was one of the first Indian members of the Committee.

Ruia, G.S.: Warren Tea, Warren Industrial. The father-in-law of Vinay Goenka, who emigrated to the UK in 1958 with only £500, and set up a highly successful textile business, and acquired the UK holdings of James Warren.

Sandys-Lumsdaine, Gillem: Williamson Magor. Father was one of Calcutta Light Horse boxwallahs in raid on Goa, blowing up three German ships. Joined Williamson Magor in 1960, aged 21, and spent twelve years in Calcutta, including a year in Assam in 1967–8. Transferred back to London in 1972, but a frequent visitor to Calcutta and the North Indian tea gardens.

Sanyal, K.S.B.: Andrew Yule. Worked for Shell, and left them in 1975 for Tide Water, a managed company of Andrew Yule. Became

the chairman and chief executive of Andrew Yule in 1983, leading its recovery and growth, retired in 1991.

Saroop, Narindar: Andrew Yule. Arrived in Calcutta in 1953, worked for Andrew Yule for nine years, until 1962.

Singhania, S. N.: Gillanders Arbuthnot. Now MD of Gillanders, he originally joined Balmer Lawrie in 1959, and was transferred to the Bengal Paper Mill, where he worked for twelve years. Was appointed by Mr Kothari to run the Indian Copper Company in 1970, nationalised in 1971–2.

Srinivasan, K.: Shaw Wallace. Joined Shaw Wallace in 1966 as an accountant, and is now a full-time director of the company.

Stamper, Henry: Gillanders Arbuthnot. Joined Gillanders in 1952, became last British No. 1. Retired in 1970.

Steel, Octavius: Octavius Steel. Son of James Steel of Glasgow, a tug-owner. Arrived in India in 1860, aged 20, in Bank of Bengal, went into partnership in 1872 then set up own business in 1878 promoting the tea industry; diversified into electricity. Died in 1893, aged 53.

Surita, Pearson: Macneill & Magor. Worked for McLeod's from 1960 to 1968, as a PR adviser; had previously been a broadcaster with the BBC. Subsequently joined Macneill & Magor, also in a PR role. Still lives in Calcutta.

Tully, William: Gillanders Arbuthnot. Trained as a chartered accountant, joined Gillanders in 1922, left in 1945 and joined the Government of Bengal as a Director of Civil Supplies, receiving a CBE. The father of Mark Tully, the BBC correspondent in Delhi; he was interviewed by Mark and a tape recording made before he died.

Vernede, Jack: Duncan. Became chairman and MD of Duncan Brothers in Calcutta in 1950, having been MD since 1948. Was the first non-Scot to reach this position in the firm.

Vohra, Yash: Shaw Wallace/Octavius Steel. Trained with Dunlop's, joined Shaw Wallace in 1954, worked in Upper Assam. Became unofficial leader of young planters in the area. In line for job as visiting agent by 1962. Left Shaw Wallace and after a time as an independent consultant, joined Octavius Steel, in 1973. Ultimately

became Secretary of the Indian Tea Association, retiring in 1990, and joined the faculty of the Institute of Plantation Management.

Wahi, Harnam: Macneill & Barry/Assam Company. Joined Macneill & Barry as the second Indian covenanted assistant in 1950, aged 25, having graduated from New Delhi University. Assistant in Ganges Rope Company and other light industrial businesses. After the merger which created Macneill & Magor, he successfully pulled out the Assam Company from the Macneill & Magor agency and control, which became a base for Inchcape holdings in India. Ultimately became Chairman of the Assam Company, having been Managing Director from the inception of the company until May 1988. Resigned from the company on its sale from Inchcape in 1991.

Warren, James: James Warren. Great-uncle of Kenneth Warren, who started the original Warren family connections in India, and founded the Planters' Stores and Agency Company in 1878. The company took his name in 1949 when it was renamed James Warren & Co. Ltd.

Warren, W. Kenneth: James Warren. Extracts have been taken from his own memoirs for this book. Born in 1886 into family with long connections in tea. Father had come out to Chubwa Tea Garden in 1859–60. Became a tea broker and went out to Assam in 1906, aged 20. Left India in 1926, returning to run the business from London.

Waters, H. C.: Orr Dignam. Arrived in Calcutta in 1931, became salaried partner in 1936, full partner in 1938, Senior Partner of Orr Dignam after the Second World War. Held various appointments in Calcutta and was awarded the OBE. Served as non-executive director – and in some cases chairman – of many managed companies in and out of the managing-agency houses; joined Lord Inchcape in London in 1951 and helped to lead the flotation of Inchcape & Co. Limited in 1958.

Williamson, James Hay: Williamson Magor. Made agreement with Richard Blamey Magor in 1869; had tea and river transport interests. Had worked with India General Steam Navigation Co. subsequently founded Rivers Steam Navigation Co.; Cousin George (Senior) was involved in leasing tea gardens; retired to London to found George Williamson & Co.

Wright, Bob: Andrew Yule. Joined Andrew Yule in 1947, in accounts, then tea, then coal, also four years in paper. Stayed in

Calcutta after retirement from Andrew Yule in 1970 – after nationalisation of the coal mines – and is now managing member of the Tollygunge Club.

Wright, Roger: Standard Chartered Bank. Currently Area Manager for the Eastern Region of Standard Chartered Bank in Calcutta.

Appendix II

Selected Chronology, with Indian Political and Economic Background

1652	English merchants obtained letters patent granting freedom of trade in Bengal
1690	Job Charnock set up his factory in Calcutta and officially founded the city
1698	Bengal Pilot Service founded
1717	Further trading rights granted to English merchants by Mughal Emperor Farrukshiyar: products included sugarcane, indigo, betelnut, tobacco, opium poppies, rice, salt
1766	Clive of India renounced all private trade in India in favour of the East India Company
1769	East India Company claimed all of the trade of Asia as free and open to its servants; Prinsep's factory established
1770	Foundation of the Bank of Hindustan by Alexander & Co., a leading agency house; the first European Bank in India
1773	Regulating Act of Supreme Council of East India Company debarring private trading (practice continued underground)
1773	Company grant of land to John Prinsep, one of first free British merchants in Calcutta, to set up chintz workshop
1777	Arrival of Louis Bonnaud, first European Indigo Planter in Bengal; indigo soon became principal item of export to England
1781	Establishment of Burn and Company
1783	Prinsep's factory closed down because of pressure on company by British calico printers: Prinsep turned to indigo and copper-mining
1783	Shellac production began on commercial scale
1787–90	American Wars of Independence, movement of free merchants to Calcutta, setting up of agency houses; fifteen by 1790

1791	Banking crisis in Calcutta financial community
1794	Survey of Bengal commerce: total British export from Calcutta valued at Rs 14,350,109
1799	Establishment of Jessop and Company
1800	East India Company acquired the Diwani of Bengal, Bihar and Orissa, new breakthrough in Britain's trade with Bengal
1800–1	367 ships of 99,092 tons entered Calcutta; 343 of 90,565 cleared with cargoes; exports included 40,000 maunds of opium
1806	Foundation of the Bank of Bengal, the first joint sector establishment and Central Bank of the Government
1810	Lyall Marshall & Company (founded Dacca 1783) moved to Calcutta; involved in export of shellac; soon to be followed by P. S. Sparling and A. M. Arathoon
1810–11	535 ships of 125,664 tons entered Calcutta; 547 of 1,12,799 cleared with cargoes
1813	Charter Act, abolishing monopoly of the Indian trade by the East India Company, rush to establish new agency houses; thirty by 1820
1816	James Finlay & Co. sends first free trading ship Glasgow/ Bombay and opens Bombay office.
1817	Formation of the Lottery Committee for the Improvement of Calcutta, to raise funds by lottery to develop planned layouts of new neighbourhoods
1819	Establishment of Gillanders Arbuthnot in Calcutta
1819	Second banking crisis among the Calcutta financial community; founding of Commercial Bank by Mackintosh & Co.
1823	Discovery of tea bushes in North Assam by C. A. Bruce
1825	Beginnings of restrictions on private trading by servants of the East India Company – covenanted servants not allowed to become partners in mercantile houses
1828	First reference to jute production in Calcutta Customs Reports, recording export of 18 tons to Europe
1829	Third banking crisis; failure of Calcutta Bank (started by Palmer & Co.) with failure of the parent company; formation of Union Bank from Bank of Bengal, the Chief Presidency Bank
1830s	Indigo speculation, drop in price from 10*s* a lb. to 3*s* 7*d* on London market; 1,200,000 acres under indigo, nearly 300 indigo factories
1830s	Crash of many early agency houses
1830s	Coal mining and paper-milling began in Bengal

1830s Exports of raw jute to Dundee for manufacturing

1832 Fourth banking crisis; crash of Hindustan Bank, when Alexander & Co. admitted liabilities of Rs 3,440,000, had at one stage £59,000 circulation; Lord Combermere, Commander in Chief of armed forces in Calcutta, lost £60,000; failure also of the Commercial Bank

1832–7 Jute exports from Calcutta 11,800 cwt average p.a.

1833 East India Company began withdrawing its commercial business in India; closed altogether soon after 1834

1833 Arrival in India of Robert Thomas; established firm with Charles Marten in 1851 as indigo merchants

1834 Establishment of the Calcutta Chamber of Commerce

1834 Walter Duncan, founder of Duncan Brothers, born in Scotland

1836 Termination of Lottery Committee for Improvement of Calcutta when principle of holding lotteries for urban improvement was challenged on moral grounds

1838 First Indian-grown tea from Assam marketed in London; 280 lbs sold at prices from 16*s* to 34*s* a lb.

1839 Formation of the Assam Company, a sterling tea company with registered office in London; it enjoyed a sole monopoly of tea production in India for ten years

1839 James Warren appointed London director of the Assam Company

1842 Peak year of indigo business; represented 46 per cent of exports from Calcutta; doubling of consumption by England and USA since 1830

1842 Formation of trading business by E. S. Schoene, exporting indigo, silk, rice, opium, shellac, jute, and importing cotton goods; link with Kilburn and formation of Kilburn & Co.

1844 Jardine Skinner founded in Bombay

1844 The India General Steam Navigation Company founded

1845 Incorporation of the Royal Insurance Company, one of the earliest in India

1847 Foundation of Mackinnon Mackenzie & Co.: Robert Mackenzie met William Mackinnon and set up a partnership

1847 Arrival in Calcutta of Edward Dunlop Kilburn as a free trader

1847 Jardine Skinner & Co. opened in Calcutta

1847 Failure of the Union Bank

1847 Liquidation of Carr, Tagore & Co (directors included Dwarkanath Tagore, grandfather of the poet, also a

shareholder in Commercial Bank, Union Bank, and P&O Company)

1847–9 Arrival of Dr J. B. Barry in Calcutta; beginnings of his tea-trade business

1848 Failure of other Indo-British enterprises including Rustomjee Cowasjee, Turner & Co., Oswald, Seal & Co., Chhatu & Latu; partial withdrawal of Bengali businessmen from business in Calcutta, and turn to houses, lands, gardens, zamindars, government securities, gold, silver, jewels

1849 Formation of Schoene, Kilburn and Company; subsequently to acquire extensive interests in tea, coal, navigation, shipping, insurance and an automobile agency

1850s Decline of indigo trade to only 19 per cent of the exports of Bengal

1851 Gold rush to Australia, which stimulated demand for imports from India

1851 J. Thomas & Co., tea brokers, founded in Calcutta

1852 Mackenzie (of Mackinnon Mackenzie) shipwrecked and drowned on voyage to Australia

1853 Calcutta Chamber of Commerce reconstituted to form Bengal Chamber of Commerce, representing British interests

1853 Lord Dalhousie laid format for Indian railway system; first section of Great Indian Peninsular Railway opened, 20 miles from Bombay to Thana; 200 miles in operation by 1856

1853 George Williamson joined the Assam Company and revived its fortunes; also helped in the foundation and growth of the Jorehaut Company

1853 Chartered Bank obtained its Royal Charter

1854 First telegraph line, from Calcutta to Agra, opened; distance 800 miles

1854 George Ackland established first powerloom jute mill for manufacture of jute products, the Wellington Jute Mill; output of 8 tons a day by 1855 (subsequently Wellington Jute Mills)

1856 William Mackinnon founded the Calcutta and Burma Steam Navigation Company, which became the BI in 1862

1857 Telegraph between Lahore and Peshawar established

1857 Establishment of universities in the three presidency towns in Bengal

1857 Establishment of Baranagar Jute Mills

1857 Indian Sepoy Mutiny

1857 Chartered Bank began Indian operations

1858 Government of India Act, depriving East India Company of the government of India, making Governor General Canning the representative of the Crown or 'Viceroy of India'

1858 Establishment of David Waldie's Chemical Works 1858 Duncan Macneill arrived in Calcutta, joining Begg, Dunlop and Company

1859 Flotation of the Jorehaut Company, second sterling tea company

1859 Arrival of Walter Duncan in Calcutta; founded partnership of Playfair, Duncan & Company; brother arrived in 1866; involved in import and export of tea and jute

1860s Expansion of jute cultivation

1860s Carritt Moran, tea brokers, founded

1860 Introduction of first direct tax in India, on all incomes over Rs 200 a year, with a reduction for those not exceeding Rs 500 p.a., by James Wilson, Finance Member of Lord Canning's Council

1861 Captain George Williamson resigned his commission from the East India Company and joined the Board of the Great Eastern Hotel

1861 First public sale of tea, auctioned by J. Thomas & Co.

1862 First tea auction by William Moran, later to form Carritt, Moran & Co. Private Limited

1862 Barry & Co. founded, and Dr J.B. Barry took over the Gourepore Company, extending its interests to jute and oil

1862 James Finlay re-established in Bombay

1862 The Rivers Steam Navigation Company founded

1863 Arrival of Andrew Yule in Calcutta; he began importing piece-goods and acting as the agent for several insurance companies; developed the Hoolungooree tea estate, one of the earliest plantations in India; established Beerbhoom Coal Company in partnership with Samuel Bird (founder of Bird's) and tea-man Octavius Steel

1863–4 Establishment of Gourepore Jute Factory

1864 Turner Morrison founded

1864 Bird & Co. founded

1865 Kilburn's gained the agency for the Assam Company

1866 The First Indian Companies Act, consolidating the legislation of the 1850s

1866 Arrival in Calcutta of Richard B.M. Magor; joined Williamson on Great Eastern Hotel Board

1867 Kilburn and Company acquired agency of the Assam Company

1867 Balmer Lawrie established; interests in tea plantation and export, insurance, shipping, stock and share brokerage, and later in coal, paper, petroleum and petroleum products

1868 Shaw Jamieson founded, ultimately becoming Shaw Wallace in 1886; David Thomas Shaw commenced trading in Calcutta

1868–9 Formation of Williamson, Magor and Company, operating in tea and insurance; New Rivers Company formed jointly between Captain Williamson and Duncan Macneill

1869 Opening of the Suez Canal

1870 Calcutta branch of James Finlay re-established as Finlay, Muir; business in imported piece-goods and insurance; subsequently in rice, yarn, silk, salt, beer, wine; by 1900 controlled the largest number of tea gardens at any one time in India

1871 Establishment of W. S. Cresswell & Co., tea brokers

1872 Macneill and Company founded by Duncan Macneill, handling tea, coal and river steamers

1873 Kilburn's gained the agency for the India General Steam Navigation Company

1873–4 Planning and building of Howrah floating bridge

1875 Andrew Yule joined by elder brother, George Yule, and 17-year old nephew, David Yule; interests subsequently extended to cotton, jute, newspapers and shipping

1876 Government of India took over the assets of the privately managed East Indian Railway

1876 London office of Shaw Wallace – R. G. Shaw – established

1876 Octavius Steel founded in Calcutta

1877 Foundation of Britannia Biscuit Company

1877 The Doom Dooma Tea Company formed

1877 The Planters Stores and Agency Company founded

1878 James Warren and Company established by Sir James Warren and established major plantations in Chubwa, Assam

1879–80 By this date, more than 55,900,000 (5.59 crores) jute bags exported, Calcutta becoming greatest competitor to Dundee

1879 Finlay Muir became Calcutta agents of the Clan Line

1880s Peak of railway building in India

1880s Origins of business of David Jardine in Calcutta, operating from small office at Strand Road; joined by Charles Binny

Skinner, and subsequently by George Henderson and Company, another managing agency in tea, jute, coal and insurance; then became Jardine Henderson Limited, with a wide range of trading and manufacturing activities

1880s Establishment of Kettlewell, Bullen and Company, with extensive interests in tea and jute

1880s Formation of Morgan, Walker and Company at 2 Clive Ghat Street, as jute brokers

1880s Turner Morrison founded, with wide interests in collieries, insurance, engineering goods, rope-manufacturing and shipping

1880 Joint working agreement between the India General and the Rivers Steam companies

1881 Ernest Cable, later Lord Cable, joined Bird's in Calcutta

1881 Gillanders gained the agency for the Darjeeling Himalayan Railway Company

1881 Assam Railways and Trading Company founded

1882 The Second Indian Companies Act, which officially recognised the existence of the managing agencies

1885 By this date, 24 jute mills in Bengal with 4,900 sacking looms, 1,800 hessian looms, 131,740 spindles, with total of 52,000 workers

1885 Captain Sam Bird retired from Calcutta

1885 Charles McLeod founded McLeod and Company, in partnership with Campbell; subsequently diversified into tea, jute, coal and railways

1886 Shaw Wallace and Company commenced business in piece-goods, tea and silk; subsequently developing interests in tea, oil, fertilisers, breweries, distilleries, cotton, metals, engineering and shipping

1887 Formation of Bengal National Chamber of Commerce, to represent Indian mercantile interests

1888 Indian National Congress, Allahabad; George Yule president

1890s Over a hundred new tea companies launched

1890 Calcutta Port came under the management of a board of trustees, elected by trade bodies

1890 Formation of A.W. Figgis & Co., tea brokers

1893 Death of Sir William Mackinnon

1893 James Wyllie and Andrew Hey formed Eastern branch of Liverpool-based Gladstone and Company, headed by Sir John Gladstone; Gladstone Wyllie then operated as merchants, shippers, insurance agents and managing

	agents; subsequently merged to form Gladstone, Lyall and Company
1895	Flotation of Anglo-Indian Jute Mills Co.
1897	Earthquake in Calcutta; damage in Clive Street
1897	Incorporation of the Indian Electric Company; supply began in 1899
1898	First branch of Dunlop set up in India
1904	Bird's established Gunny Export Department and offices in London
1906	Expansion of Howrah Railway station due to increased traffic; more than 10,000 employed in railway workshops
1909	James Finlay became a private sterling company
1911	The capital of India shifted from Calcutta to Delhi
1913	The Third Indian Companies Act
1913–14	The first Lord Inchcape became Chairman of the merged BI and P&O
1915	Barry & Co. and MacNeill & Co. acquired by the first Lord Inchcape
1915	Completion of Duncan Brothers' Netaji Subhas Road premises, still in use today
1920	Imperial Bank of India formed
1923	Brunner, Mond and Company (India) Limited, ICI's trading subsidiary in India, set up in Calcutta as a trading office
1924	Balmer Lawrie became private limited company
1925	Indian railways brought under direct state management
1926	Foundation of Indian Galvanising Company
1926	Dunlop Rubber Company (India) Limited formed to supply rubber for motor tyres
1927	Lord Cable died, leaving his money in India
1929	The Wall Street Crash
1929	By this date more than 4,330 tea plantations formed in India by managing agency companies
1931	Reserve Bank of India established
1932	Death of the first Earl of Inchcape
1934	George Yule & Co. in London became Yule Catto & Co.
1935	Indian Oxygen formed on the merger of several smaller units
1935	The Government of India Act
1936	The Companies Act (Amendment), introducing the beginning of restrictions on the managing agency system, including a limit of 20 years on agency agreements with managed companies
1937	Dunlop founded Sahagunge factory

1937	ICI floated the Alkali and Chemical Corporation of India to commence production of caustic/chlorine
1939	Death of the second Earl of Inchcape
1946	Formation of Jardine Henderson from Jardine Skinner and George Henderson
1946	Shaw Wallace became private company, and a public company in 1947
1946	Tea auctions started again in Calcutta after the war
1947	(August) Independence of India
1947	Mackinnon Partnerships turned into private companies
1948	Lord Inchcape returned to London from Calcutta
1948	Duncan Brothers became a public company
1948	Andrew Yule became a public company
1949	The Planters Stores and Agency Company became James Warren & Co.
1949	Macneill & Barry Limited formed, with Tata Investment
1950s	First American participation in Bengal commerce with Macneill Group's joint venture with Johnston Pumps to manufacture heavy duty pumps
1950s	Commissioning of Durgapur Steel Plant in the public sector; the only instance of substantial Indo-British collaboration
1950	Duncan Macneill & Co. founded in London
1951	Mackinnon Mackenzie in Calcutta became a private company
1952	Imperial Tobacco Company (subsequently ITC Limited) collaborated with Balmer Lawrie to set up Tribeni Tissues, to produce tissue paper for cigarettes and packaging
1953	Indian Tube Company commenced production of steel tubes for domestic and industrial use; collaboration between Tata and Stewart and Lloyds
1954	Duncan Brothers sold equity to Indian investors
1954–5	Kettlewell Bullen sold to Macneill & Barry
1955	First Penal Budget of the Government of India
1956	Substantial shareholding in Williamson Magor sold to Gladstone Lyle
1956	Macneill and Barry acquired Kilburn's
1956	Management of the BI returned to London
1956	The Companies Act, the Act which introduced the gradual abolition of the managing agency system
1958	Launch of Inchcape & Co. Limited on London stock-market
1960	Publication of survey of over 1,000 public companies by the Government of India
1961	Macneill & Barry brought into Inchcape & Co. Limited

1962	Lord Inchcape made the decision to close down Mackinnon Mackenzie in Calcutta
1962	Death of Sir Edward Benthall of Bird's
1962	James Warren became a public company in India
1962–3	The Chinese War and incursions into Assam
1963	Tata-Finlay formed to produce instant tea
1964	B. M. Khaitan joined Williamson Magor
1965	Bird & Co. acquired by Indian interests
1965	Sale of the Rivers Steam Navigation Company to the Government of India
1965	Communists come to power in West Bengal
1966	Second and most Penal Budget affecting the British in India, in which the rupee was devalued by 40 per cent
1968	Balmer Lawrie taken over by the Government
1968	Indian management came on the Board of Octavius Steel
1968	Walter Duncan Goodricke acquired Octavius Steel in London, controlling interest in Octavius Steel in Calcutta, and Alex Lawrie in London
1969	Reduction of holding in Andrew Yule by Yule Catto
1969	Gillanders sold large equity stake to Indian investors
1970	Total abolition of the entire managing agency system
1970	Nationalisation of coal industry in India
1971	Sime Darby announced reverse takeover bid for R. G. Shaw
1972	Indian Copper Company nationalised
1974	Merger between Macneill & Co. and Williamson Magor
1975	Andrew Yule sold equity to Government of India
1976	Foreign Exchange Regulation Acts (FERA)
1976	Bird's taken over by the Government
1976	Tata-Finlay reconstituted as a vehicle to rupee-ise the sterling interests
1978	Formation of the Assam Company (India) Limited
1978	Formation of the Goodricke Group
1979	Andrew Yule became a Government of India company
1980	Inchcape in London acquired 100 per cent ownership of Assam Investments Limited
1982–3	James Warren for sale, acquired by Ruia Group
1983	Tata Tea formed
1984	Assassination of Indira Gandhi
1987	Shaw Wallace taken over by Chhabria's
1988	End of British shareholding in Gillanders
1991	(May) assassination of Rajiv Gandhi
1991	(May) sale of the Assam Company to the Mehta Group

1991 (July) new liberalised Government of India economic policy

Appendix III

The Indian Companies Acts and Indian Managing Agencies

GOVERNMENT-LED ENQUIRIES INTO MANAGING AGENCY REMUNERATION

The Companies Act of 1956 was designed to constrain the managerial control and reduce the levels of commission remuneration of all the managing-agency businesses. Results of its effectiveness, on an industry-wide basis, were published in 1960, in an investigation of trends in corporate finances.

This publication was designed to encourage individual interest in and knowledge of the private sector, to help economic expansion through widespread investment by the public. The Reserve Bank, in a study of just over 1,000 public companies – of which, in 1955, 744 were managed by managing-agency houses – analysed the profits of the former and the amounts which the agencies were paid, across industry sectors.

This exercise examined both British and Indian managing-agency houses, across India. The overall findings from the sample in the Reserve Bank study were that the number of public companies under managing agencies declined from 1955 to 1957, from 74 per cent to 68 per cent. The average remuneration level earned by the agencies, as a percentage of their managed companies' profit before tax, also declined, from 14.2 per cent to 11.7 per cent.

The government economists behind this study – Nigam and Joshi – pointed out that the intention of the Act to reduce managing-agency remuneration to below 10 per cent had not yet been achieved, and in any case their figures referred to visible earnings only. They were convinced that the agencies were also receiving income for sales and purchases of goods and services 'which could only be determined by a detailed scrutiny and examination of the special resolutions passed by

each company which have escaped our computations of managing-agency remuneration'.

Levels of managing-agency remuneration varied greatly between businesses. In the Reserve Bank sample, managing agencies of tea companies found their percentage cut reduced from 16.8 per cent in 1955 to 12.9 per cent in 1957, at a time of sharply declining profits from the gardens. In coal, where profits were more stable in these three years, the percentage paid to the agencies fell from 20.3 per cent to 11.9 per cent. In jute – recovering in 1957 after huge losses in 1956 – managing agents' percentage of profits was slashed from 52.6 per cent in 1955 (the highest level of an industry) to 17.9 per cent in 1957.

Commission income from the profits of managed companies was one of the principal sources of earnings of all managing-agency houses, besides their other services to these companies and their own private investments. In this sample, the amounts received – because of the decline in the number of managed companies per agency, and because of their declining profitability – fell very substantially, often to only a half or a quarter of the income earned only the previous year. The government economists, though recognising that the 1956 Act had gone some way towards reducing 'excesses' in managing-agency earnings, were still cautious in proclaiming success in undermining the profit-base of the agency houses. However, the Companies Act of 1956 severely reduced earnings overall, and was a foretaste of the total abolition of the entire managing-agency system in 1970.

THE RISE OF INDIAN MANAGING-AGENCY HOUSES

At the same time, the British houses in Calcutta faced mounting competition from Indian managing-agency-type organisations which had grown up beside them, some as early as the nineteenth century, others dating back to the 1920s and 1930s. They too suffered from the Government's clamp-down on what it saw as 'undesirable concentrations of economic power' in the private sector but, because of their closer market knowledge, their ability to handle Indian labour, and their expertise with negotiating with Indian company law and taxation officials, the indigenous houses came off relatively lightly. Many contemporaries argued that the legislation was predominantly anti-British rather than anti-monopolistic in intent, and that Indian houses were able to capitalise on the burdens placed upon the British.

Indisputably, there certainly were a large number of Indian managing agencies of significant size by this period, shown in the following thumbnail sketches of the most outstanding Indian managing-agency-

style businesses, all rated within the top twenty managing-agency groups in 1958 by Government economist R. K. Hazari (according to the gross capital stock of their inner-circle public companies). The British houses may be seen in context by the fact that only three British houses were included in this top twenty listing: Martin Burn, Bird and Heilger and Andrew Yule.

Tata

Parsis from Navsari in Gujarat
1951: 102 companies, total share capital Rs 68.01 crores
1958: 120 companies, total share capital Rs 108.23 crores
India's leading industrial empire, based in Bombay, holdings in heavy and light industries and chemicals, several overseas joint-ventures; it had taken over Forbes, Forbes & Campbell in Bombay, and held 48 per cent of Macneill & Barry between 1949 and 1974. Tata shared management of its companies with sixteen managing-agency houses, including Shaw Wallace and Bird. Core businesses were tightly controlled by the Tata family; others were put under the Investment Corporation of India, the group's investment trust. Influential in government circles.

Birla

Maheshwaris (Hindus) from Pilani in Rajasthan
1951: 256 companies, total share capital Rs 40.09 crores
1958: 298 companies, total share capital Rs 68.64 crores
Powerful, diversified business embracing a number of India's largest public-sector companies in textiles, engineering, sugar, jute, tea, chemicals, trading, construction, motor vehicles (Ashok Leyland), and financial services (United Commercial Bank). Controlled by intercorporate investments rather than by individuals, but the Birla family seen as very much involved. Keen on public works, especially of temples.

Dalmia Sahu Jain

Founder, Ramakrishna Dalmia, a Jain Bania from Rohtak in Punjab
1951: 125 companies, total share capital Rs 25.29 crores
1958: 105 companies, total share capital Rs 27.19 crores
Great expansion throughout the 1940s and early 1950s, in banking, insurance, publishing (*The Times of India*), sugar, airlines (Indian National Airways), cotton, dairies and jute (including three large jute mills acquired from Andrew Yule through their stock-market activities).

Accused of malpractices – draining funds from public companies into their private companies – which led to cessation of growth. Shares held through nominees, individuals and banks. Revival in early 1960s with acquisition of controlling block of shares in Jessop, the largest structural fabricators in India, sharing management with government nominees.

Bangur

Maheshwaris from Didwana in Rajasthan
1951: 83 companies, total share capital Rs 8.67 crores
1958: 114 companies, total share capital Rs 19.69 crores
Emerged since the Second World War as a prominent financial and industrial group, acquiring many companies from the British and other Indians, and trading in jute shares and real estate. In 1954 they took over Kettlewell Bullen from Macneill & Barry, and were subsequently to acquire the Ganges Co. (a jute mill) from this same source. Bangur also acquired substantial holdings in the Bengal Coal Co. and the Midnapur Zamindary (both Andrew Yule) and the Bengal Paper Co. (Balmer Lawrie). Shareholdings by individuals in the Bangur empire declined during the 1950s, to be replaced by stronger Indian corporate holdings.

Other notable Indian managing-agency groups in the mid-1950s were Shri Ram, Thapar, Juggilal Kamlapat, Kasturbhai, Mafatlal, Walchand, Ramakrishna, Indra Singh, Mahindra, Seshajee, Shapoorji, Kirloskar and Khatau. Many of these groups are referred to as 'Marwari', but this expression applies only to those run by families from Marwar, i.e. Jodhpur, although it is used to denote the origin of families of the Bania castes in Ajmer, Jaipur and Bikaner in Rajasthan, Rohtak and Hissar in Punjab and Meerut in Uttar Pradesh.

The Indian managing-agency-style enterprises apparently did well in the 1950s; most greatly increased the number of companies under their management, and diversified their activities. Their performance showed the failure of the Companies Act of 1956 to break up concentrations of power and, because changing patterns in their ownership suggests that fewer individuals held shares and more equity was held by corporate shareholders, also showed that the Government failed to encourage private individual shareholders and widen sources of investment for the economy.

The concentration of power in the groups of companies managed by British managing-agency houses was already, in most cases, comparatively restricted by a lack of substantial equity holdings, and became much reduced as managed companies were cornered and lost. Legisla-

tion was not needed to break up the British groups, which frequently found themselves breaking up for quite different reasons, and meanwhile it failed – or did not try hard enough – to break up the Indian conglomerates. Those ultimately surviving to the present – wholly Indian, formerly British and then Indian, and a few still British – in most cases emerged stronger than ever.

Appendix IV

Glossary of Indian Words and Abbreviations in Common Usage among the British Business Community in Calcutta

---

Anglo-Indians – after 1900 this term was used by the Eurasian community, to describe those of mixed Indian and European descent; but formerly it was a description of the British based in India

anna – a coin, the 16th part of a rupee

ayah – lady's or children's maid

baba log – children

babu – properly a title of respect in Bengali, and applied to respectable citizens; corrupted to apply to clerks in British offices

banyan – native broker attached to business houses

bawarchi khana/babachee connah – kitchen or 'cookhouse'

beegah/bigha – native measure of land area, about a third of an acre

Bengal Club – the premier social club in Calcutta, for the most senior Burra-Sahibs, and one of the last to admit Indians as members

Bengali babu – a middle-class Bengali clerk, often Western educated

bheesty/bhisti – water-carrier, who carried a goatskin *mussuck*

BI – the British India Steam Navigation Company, a major British-owned shipping line, for many years dominant in Indian coastal waters

bilayati pani/bilayutee pawnee – soda water or 'English water'

boxwallah – a peddler. The slightly pejorative word for a merchant or businessman

burra din – a feast day, especially used to denote Christmas day for Christians

burra khana – an important large dinner-party

burra mem-sahib – A *grande dame*; wife of a senior or Burra-Sahib; or the lady claiming precedent in a particular gathering; this superseded the expression *burra beebee*
burra peg – a large measure of spirits, or three fingers
Burra-Sahib – great master, a term which can be used to distinguish a father or elder brother, or the head of a company
chapras – the bearer of a Chapras or brass badge on a belt, the office messenger or henchmen bearing such a badge to denote his service
chaprasi/chuprassy – a badge worn by servants to denote their employer
charpoy – camp bed or native bed
chai wallah – tea-maker, bearer of tea
chillumchee – a basin of brass for washing hands
chit – a note, part of the system of signing for goods and services obtained on credit.
chokra – a boy
chota hazree – early morning tea or 'little breakfast'
chota peg – a small measure of spirits, or two fingers' worth
chota sahib, missy baba – a boy and girl, children of the sahib and mem-sahib
chummery – a shared house for four or five bachelors, who messed together and shared servants
Cold Weather – the fashionable time of year in Calcutta, from November to February but particularly in December and January, when the weather is regarded as ideal for social events
company bagh – a public garden, originally Jan Kampany Bhag, the East India Company's Botanical Gardens at Sibpur
compound – enclosed ground surrounding an Anglo-Indian (British) house
covenanted assistant – the starting-point for a young officer joining a managing-agency house, from which he could rise in executive rank
cranny – a native clerk writing English (Hindi *kerani*)
crore – a unit of Indian currency, referring to 10,000,000 rupees
cummerbund – a waist-belt, worn by domestic servants
curry – meat/fowl, fish or vegetable, cooked with spices
dacoits – bandits, legally a robber gang of more than five villains
daftur – office
dandi, dhooly, doolie – covered litter carried by two or four men
Dasehra/Dassora/Dussera – a great Hindu autumn festival. The Gurkhas celebrate it with a ritual buffalo slaughter
dastur/dustoor/dustoory – custom or convention, customary or conventional; a bribe
dhall – a pulse, or lentil, eaten with rice

dhoby/dhobie – washerman
dhotti – loose cloth worn on lower part of the body, by men
dirzee – tailor
dolly – an offering, to the sahib, of comestibles (Hindi *dali*)
Doon School – the foremost public school in India
dufter – office
durbar – a ceremony, court or levee
durwaun – doorkeeper, porter at the gate of a compound (*q.v.*)
Firpo's – a top-class Italian restaurant in Calcutta which disappeared after most of the British left
gharao – a strike of Indian workers who surround the management to prevent their escape
ghusl khana/goozul khana – a bathroom
GIP – Great Indian Peninsular Railway
Goan bura – literally, the old man of the village
godown – warehouse or storeroom
hazree – breakfast
jampan/jompon – a sedan or portable chair, a palanquin
jaun – a horse-drawn carriage, a palanquin
jutewallah – worker employed in a jute factory, mostly Scots from Dundee, who, in manual rather than managerial roles, were seen as socially inferior.
kedgeree – a mass of rice, cooked with butter and lentil (Hindi *khichri*)
khansamah – a chief table servant, or butler acting as a housekeeper, a type of servant found only in Calcutta
khada – a pit, as in elephant *khada*
khus khus tatty – primitive cooling device by pouring water over screen of rough, sweet-smelling *khas khas* grass.
kitmutgar – a servant who waited at table, a servant only used in Bengal, under the direction of the Khansamah
koi hai/qui-hai – an old, well-seasoned sahib, from the usual manner of calling servants *viz* '*Koi hai*?' (Hindi 'is anyone there?')
lakh – a unit of Indian currency, referring to 100,000 rupees
mahseer – a large carp, the Indian equivalent of salmon as a game fish
maidan – open public space, originally cleared ground round a fort
mali – gardener
maund – a weight, about 82lbs, and equal to 40 seers (*q.v.*)
mehtar – sweeper
mem-sahib – wife of a sahib (*q.v.*)
mofussil – 'up country', the interior of India, away from the cities
mulligatawny – a soup (Tamil *mulugu tanni* – 'pepper water')
munshi – a scholar, especially one who could teach languages
mussalla – spices, curry-powder, etc.

mussaulchee – originally a torch-bearer, then scullery man
nappi – barber (Hindi *napit*)
nuzzer, nazrat – the ceremonial custom of giving gifts by an inferior to a superior, from Moghul times
pagri – a turban or scarf (see pugree)
piffers – 'Punjab Frontier Force'
pillau – a dish of rice, boiled with meat/fowl or vegetables, and spices
poojas (the) – the autumn season of Hindu festivals
POSH – Port Out Starboard Home – experienced travellers avoided the sun by booking cabins on the port side going out, and then on the starboard side coming home, thus getting the prevailing cool wind in the Red Sea
pugree – a turban; a scarf of cotton or silk wrapped around a pith helmet
pukka – a full weight; substantial; real; genuine; reliable; superior. The opposite is *cutcha* meaning raw, uncooked, hence flimsy and unreliable.
punkawallah – the puller of a fan, known as a *pull punka*
purdah – the traditional isolation of Indian women, especially Muslims
ryots – tenant-farmer
sahib – master, or senior person in charge
seer – a weight, about 2lbs, 40 seers = 1 maund (*q.v.*)
serangs – river-based labour, native boatswains
shikar – a shooting expedition or hunt
shroffs – native commercial intermediaries
Simla, Mussourie, Darjeeling, Ootacamund, Shillong, Murree – hill stations – places of retreat during the hot weather
sircar – native accountant
sola/sola topee – or pith helmet – headgear worn in the earlier days of British India to keep off the effects of the sun
sowar – a horseman; a mounted orderly
swaraj – Indian home rule
syce – groom
Three Hundred Club – a famous alternative late-night social club in Calcutta which has since disappeared; run by an émigré Russian, it used to be one of the few clubs for both British and Indians before the War
tiffin – light lunch, a slang term of regency origin
Tollygunge Club – a famous sporting club just outside Calcutta, still in existence, popular for golf and riding in particular
tour – a tour of duty in the East, or length of time between leaves in the UK for British assistants and managers; could vary from three to eight years

zamindary – the land holding of a *zamindar*, a landlord of a large estate (from Persian)

(A note on Indian currency: the value of the rupee fluctuated considerably from the nineteenth century to the present day. In 1876 it stood at 1*s* 9*d* [9*p*], falling to 1*s* 2*d* [6*p*] in 1894, and was stabilised at 1*s* 4*d* [7*p*]. It rose rapidly during the First World War and in February 1920 stood at 2*s* 9*d* [14*p*]. It then fell rapidly and by July 1921 was worth 1*s* 3*d* [6.5*p*]. During and immediately after the Second World War it was worth 1*s* 6*d* [7.5*p*]. In 1966 it was devalued to 9*d* [4*p*]. By mid-1991 the £ to rupee exchange was about Rs 37 to £, or 2.7*p*. In July 1991 the rupee was devalued twice, and at the time of going to press was equivalent to about Rs 50 to £, or 2*p*.]

This glossary was compiled with the kind help of Monica Clough, Saroj Mehera, Satti Bhasin and R. K. Tiwari.

Bibliography

Allen, C., *Plain Tales from the Raj* (London, 1975).

Antrobus, H. A., *A History of the Assam Company, 1839–1953* (Edinburgh, 1957).

Antrobus, H. A., *History of Jorehaut Tea Company, 1859–1946*, (London, 1948).

Armstrong, John, and Jones, Stephanie, *Business Documents: Their Origins, Sources and Uses in Historical Research* (London, 1987).

Balmer Lawrie & Co., Limited [Historical Brochure] (undated).

Banerji, A. K., *Aspects of Indo-British Economic Relations, 1858–1898* (Bombay, 1982).

Basu, S. K., *Financing Post-War Industry* (Calcutta, 1948).

Basu, S. K., *Industrial Finance in India* (Calcutta, 1961).

Basu, S. K., *The Managing Agency System in Prospect and Retrospect* (Calcutta, 1958).

Basu, S. K., *Studies in Economic Problems* (Delhi, 1965).

Bird & Co., *History of Bird & Co., 1864–1929* (Calcutta, 1929).

Blake, George, *BI Centenary: 1856–1956* (London, 1956).

Blechynden, Kathleen, *Calcutta: Past and Present* (Calcutta, 1909 and 1978).

Bolitho, Hector, *James Lyle Mackay: First Earl of Inchcape* (London, 1936).

Brame, Alfred, *The India General Steam Navigation Company Limited* (London, 1900).

Bruce, C. A., 'Report on the Manufacture of Tea, and the Extent and Produce of Tea Plantations in Assam' *Asiatic Society of Bengal Journal*, 8 (1839).

Buchanan, D. H., *The Development of Capitalistic Enterprise in India* (New York, 1934).

Busteed, H. E., *Echoes from Old Calcutta* (Calcutta, 1882 and Shannon, 1972).

Cage, B., *The Scots Abroad: Labour, Capital and Enterprise* (London, 1985).

Calcutta 200 Years, A Tollygunge Club Perspective (Calcutta, 1981).

Charlesworth, N., *British Rule and the Indian Economy, 1815–1914* (London, 1980).

Checkland, S. G., *The Gladstones: A Family Biography, 1764–1851* (Cambridge, 1971).

Dictionary of Business Biography (London, 1987).

Dictionary of Scottish Business Biography (Glasgow, 1988).

Duncan Brothers & Co., *Duncan Group 1859–1959* (London, 1959).

Economic and Scientific Research Association, Calcutta, *A Survey of the Managing Agency System* (Calcutta, 1965).

Employers' Association, Calcutta, *Achievements of the Managing Agency System* (Calcutta, 1954).

[anon: (Colin Brogan)], *James Finlay and Company Limited: Manufacturers and East India Merchants, 1750–1950* (Glasgow, 1951).

Firminger, W. K., *Thacker's Guide to Calcutta* (Calcutta, 1906).

Griffiths, P. J., *The British Impact on India* (London, 1952).

Griffiths, P. J., *A History of the Inchcape Group* (London, 1977).

Griffiths, P. J., *A History of the Indian Tea Industry* (London, 1967).

Griffiths, P. J., *The Joint Steamer Companies* (London, 1979).

Harrison, Godfrey, *Bird & Co., of Calcutta, 1864–1964* (Calcutta, 1965).

Indian Investment Centre, *Indian Company Law* (Delhi, 1971) 3rd edn..

Jones, Stephanie, 'British Mercantile Enterprise Overseas in the Nineteenth Century: The Example of James Lyle Mackay, First Earl of Inchcape' in Stephen Fisher (ed.) *Studies in British Privateering, Trading, Enterprise and Seamen's Welfare, 1775–1900* (Exeter, 1987).

Jones, Stephanie, *Trade and Shipping: Lord Inchcape 1852–1932*, (Manchester, 1989).

Jones, Stephanie, *Two Centuries of Overseas Trading: The Origins and Growth of the Inchcape Group* (London, 1986).

Lipton, M., and Firn, J., *Erosion of a Relationship: India and Britain since 1960* (London, 1975).

Mackenzie, Compton, *Realms of Silver: One Hundred Years of Banking in the East* (London, 1954).

Macneill & Barry Limited, Terms and Conditions of Service (undated).

Massey, Montague, *Recollections of Calcutta for over Half a Century* (Calcutta, 1918).

Munro, J. Forbes, 'Scottish Business Imperialism: Sir William Mackinnon and the Development Trade and Shipping in the Indian Ocean', *ESRC Report* B00/23/0049 (1984).

National Council of Applied Economic Research, Delhi, *The Managing Agency System, a Review of its Working and Prospects of its Future* (Bombay, 1959).

Nigam, R. K., *Managing Agencies in India: First Round: Basic Facts* (New Delhi, 1957).

Nigam, R. K., *Present and Future Role of Shareholders' Associations in India* (Delhi, 1960).

Panckridge, H. R., *A Short History of the Bengal Club 1827–1927* (Calcutta, 1927).

Papendieck, Henner, *Britische Managing Agencies im Indischen Kohlenbergbau 1893–1918* (New York, 1981).

Roy, Rajat K., *Industrialization in India: Growth and Conflict in the Private Corporate Sector 1914–47* (Delhi, 1979).

Rungta, R. S., *Rise of Business Corporations in India, 1851–1900* (Cambridge, 1970).

Singh, S. B., quoted in *European Agency Houses in Bengal* (Calcutta, 1966).

Spencer, *Memoirs of Hickey*, vol. 3, p. 377.

J. Thomas & Co. Pvt Ltd, *A Hundred and Twenty Five Years: the Story of J. Thomas & Company* (Calcutta, undated).

Tomlinson, B. R., 'British Business in India, 1860–1970' *British Business in Asia since 1860,* edited by R. P. T. Davenport-Hines and Geoffrey Jones, (Cambridge, 1989).
Tomlinson, B. R., 'Foreign Private Investment in India, Department of Company Affairs, 1920–1950', *Modern Asian Studies,* 12 (1978).
Tomlinson, B. R., *The Political Economy of the Raj, 1914–1947: The Economies of Decolonization in India* (London, 1979).
Townend, Sir Harry, *A History of Shaw Wallace* (Calcutta, 1965).
Tyson, G., *Bengal Chamber of Commerce* (Calcutta, 1953).
Tyson, G., *A Hundred Years of Banking in Asia and Africa: A History of National and Grindlays Bank Limited 1853–1963* (London, 1963).
Tyson, G., *Managing Agency: A System of Business Organisation* (Calcutta, 1961).
Andrew Yule & Co., *Andrew Yule, 1863–1963* (Calcutta, 1963).

Journals and Periodicals

The Inchcape Magazine, London.
The James Finlay House Magazine, Glasgow.
The Statesman, Calcutta.
Capital, Calcutta (no longer published).

Index

accommodation
  1840–1939 52
  1947–9 112, 120
  1950–9 137, 155–6, 173, 175, 181, 192
  see also chummeries
accountants 71–2, 97–8
Acharaya, S.P. 331, 332
Adams, Dick 108–10, 142–4, 235–7, 385
Aitken, James 121
Alexander Lawrie 42, 282, 289
Anderson, Donald (Sir) 140, 144, 230–1, 234
Andrew Yule 368–9
  1840–1939 9, 23–6, 56, 62, 67
  1939–47 86–7
  1947–9 105, 111–12, 115, 129
  1950–9 146–54, 165, 169, 186, 213
  1960–76 241–6, 264, 298, 304
  1976–91 316–18, 352
  future 360, 361
Anson, James 367, 385
  1840–1939 21–2
  1939–47 85–6
  1947–9 110
  1950–9 144
  1960–76 237–8, 239–40
Arthur, Charles (Sir) 13
Assam Company 372
  1840–1939 28–32
  1939–47 88–90
  1947–9 113–17
  1950–9 156–69
  1960–76 246–60
  1976–91 319–27
  future 360
Atal, N.N. 189–90, 385
auctions, tea 209–10

Baird, W.H.G. 286
Bajoria, B.P. 184–5, 281–2, 335–6, 385
Bajoria, C.L. 183–4
Baldock, Newman 371, 386
  1840–1939 31–2
  1939–47 89–90
  1947–9 113–17
  1950–9 162–6, 219–20
  1960–76 257–60
Balmer, S. 42
Balmer, Lawrie 375–6
  1840–1939 42–9
  1939–47 93–4
  1947–9 105, 120
  1950–9 185–92
  1960–76 264–5, 282–4, 289, 304
  1976–91 336, 352
  future 361
Bangur 412–13
bankers 64–5, 204–5, 351–4
Banyard, Peter 380, 386
  1840–1939 73–4
  1939–47 99–100
  1947–9 129–30
  1950–9 209–11
  1960–76 299
  1976–91 354–5
Barclay, Robert 33
Barry, J.B. (Dr) 29

Barry & Co. 28–30, 113, 117
Basu, Jyoti 259, 278, 280
Begg Dunlop 73–4, 99–100, 129
Begg Roberts group 193
Bengal Chamber of Commerce 382–3
  1840–1939 22, 23, 27–8, 37
  1939–47 88
  1947–9 121, 130, 131–2
  1950–9 212–14
  1960–76 303–5
Benthall, Edward 38–9
Benthall, Paul (Sir) 386
  1840–1939 39–40
  1939–47 92
  1947–9 123, 132
  1950–9 176–7
  1960–76 269–71
  1976–91 330
Bhasin, Satti 202–3, 348–50, 362–3, 377, 386
BI *see* British India Steam Navigation Company
Bird, Sam (Captain) 36–7
Bird & Company 374–5
  1840–1939 36–40
  1939–47 91–3
  1947–9 115–16, 120, 122–3
  1950–9 169, 176–82
  1960–76 268–73
  1976–91 330, 354
Birla 411
black-markets 123
British India Steam Navigation Company (BI)
  1840–1939 14–16, 23, 27, 32
  1939–47 83, 85
  1947–9 106–10, 113
  1950–9 139–45
  1960–76 228–40
  1976–91 315–16
Brocklebank 27, 84
Brown, John (Sir)
  1840–1939 12–13, 71–2
  1939–47 80–2, 97–8
  1947–9 105–6
  1950–9 137–8, 213–14
  1960–76 264–6
  1976–91 386–7
  future 359
Buchanan, Archibald 34

Cable, Ernest (Lord) 37, 38, 39, 91, 387
Calcutta Tramways 96
Cameron, A.L. 111, 121
Campbell, Colin (Sir) 387
  1947–9 119–21
  1950–9 170–2, 174
  1960–76 261–4
  1976–91 327–8
  future 361
Campbell, George (Sir) 20
Campbell, Kenneth 144
Carritt Moran 380
  1840–1939 72, 73–4
  1947–9 129–30
  1950–9 209–11
  1976–91 355
Catto, Lord 368–9, 387
  1947–9 111
  1950–9 147–8, 151
  1960–76 241–3
  1976–91 317
Catto, Thomas (Sir) 24–6, 148
charity work 76–7, 100–1, 214–15, 220, 356–7
Chaudhuri, H.M. 111
Chaudhuri, Sachin 387
Chaudhuri, V.K. 191–2, 282–4, 375–6, 387
Chhabria, Kishore 387
Chhabria group 331–5, 353–4
Chinese War 225, 239, 270, 290, 295

chummeries 8, 17, 32, 47, 62, 63
Clark, James 33
Clough, Monica 387–8
  1840–1939 35–6, 74–7
  1939–47 90–1, 100–2
  1947–9 121–2, 132–3
  1950–9 172–4, 214–19
  1960–76 266–7
coal industry
  Andrew Yule 242, 244
  Bird & Co. 123, 269
  Macneill & Barry 31, 114–16, 163
  Turner Morrison 27
commission income 410
  Bird & Co. 178
  Jardine Henderson 137
  Mackinnon Mackenzie 23, 238
  Octavius Steel 195
cost reduction 230–2
Crawford, J.C. 286
Currie, William (Sir) 140, 234

Dalmia Sahu Jain 411–12
Das, Mohi 388
  1840–1939 22–3
  1939–47 85, 86
  1947–9 110–11
  1950–9 144–6
  1960–76 237, 238–40
Datta, P.B. 193, 285–6, 388
Deas, Arnold Orr 109–10
Deogun, R.N. 175–6, 329–30, 361–2, 373–4, 388
devaluation 255, 258, 262–3, 267, 276, 282–3, 291
Dewrance Macneill 163
discrimination
  1840–1939 22, 68–71
  1939–47 87
  1950–9 143, 154, 181
dismissal 11–12, 18
dress 8–9, 165, 174, 192, 216–17, 283
Dudeja, Vijay 302–3, 381–2, 388
Duncan, Walter 57–60
Duncan, William 58–60
Duncan Brothers 376–7
  1840–1939 57–63
  1947–9 124–6
  1950–9 194, 196–203
  1960–76 287–94, 304
  1976–91 345–50, 354
Duncan Macneill & Company 29, 157–8

earnings
  Andrew Yule 148
  Balmer Lawrie 47, 192
  Begg Dunlop 74
  Calcutta Scottish 84
  Duncan Brothers 63, 291–2
  Gillanders Arbuthnot 7, 11
  James Finlay 121
  Jardine Henderson 225
  Mackinnon Mackenzie 13, 21, 23, 315
  Macneill & Barry 258
  McLeod 41
East India Company 1, 2, 17
Erskine, Ronald 163
Erskine Heap 163–4

Finlay family 33
Finlayson, Francis 40
flotations
  1939–47 80, 95, 98
  1947–9 125, 126–8
  1950–9 139, 147–8, 156–7
Foster, Reginald 28, 88
Fox, Gordon 345–6, 349

Galloway, Hugh 195–6, 388

Gandhi, Indira 243
Gandhi, Mahatma 132
Ganges Rope Company 167, 168
George V 24
George Henderson 12, 79, 80–1, 103, 226
George White 73
gharaos 146, 177
Gilani, David 93, 177–8, 272–3, 374–5, 388
Gillanders Arbuthnot 365–6
  1840–1939 5–12
  1947–9 127
  1950–9 135–6, 213
  1960–76 221–4
  1976–91 309–12
Gladstone, Stephen 310, 388
Goenka, D.P. 196, 286–7, 344, 389
Goenka, I.P. 194
Goenka, R.P. 334
Goenka, Vinay 339–43, 389
Goenka family
  1950–9 194, 196, 197–201
  1960–76 287–94, 304
  1976–91 345–7, 354
Goodricke 377
  1840–1939 56, 57–63
  1947–9 124–6
  1950–9 196–203
  1960–76 287–94
  1976–91 345–50
  future 362–3
Gordon, W.L. 32
Government of India Act 2, 3
Graham, Peter (Sir) 204–5, 363–4, 378, 389
Gray Dawes 16, 22, 82, 234, 316
Greer, Bernard 370, 389
  1840–1939 27–8
  1939–47 87–8
  1947–9 113
  1950–9 155–6
Griffiths, Percival (Sir) 247, 252
Gupta, P.K. 200–1, 292–4, 346–8, 389
Guthrie family 338, 340

Haddow, Renwick (Sir) 85–6
Hall, James McAlister 14
hartals 165, 172
Hayward, Anthony (Sir) 275–80, 375, 389
Heilgers & Co. 38, 91–2, 269, 272–3
Henderson, George 56
Hughes, Kent (Colonel) 115

import substitution 129, 135
Inchcape, Lord 370–1, 389–90
  1840–1939 15, 16, 30, 31
  1939–47 83, 88
  1947–9 107–8
  1950–9 139–40
  1960–76 234–5, 256–7
  1976–91 314–16
Indian Chamber of Commerce 213–14
Indian Copper Company 223–4, 310, 390
Indo-Burmah Petroleum (IBP) 282, 289
instant tea 262, 299, 362–3

J.B. Barry & Son 157
J.P. Morgan 25–6
J. Thomas 380–1
  1840–1939 51, 72–3
  1947–9 128–9, 130
  1950–9 206–8, 211–12

1960–76 299–300, 302, 306–7
1976–91 355, 357–8
James Finlay 372–4
1840–1939 33–6
1939–47 90–1
1947–9 105, 117–22, 129
1950–9 169–76
1960–76 238, 260–8
1976–91 327–30
future 361
James Warren 380–1
1840–1939 49–52
1947–9 128–9
1950–9 192–3, 202, 206
1960–76 284–6
1976–91 336–43
Jamieson, W. 40
Jardine, David 12–13
Jardine Henderson 366–7
1840–1939 12–13
1939–47 79–82
1947–9 103–6, 127, 129
1950–9 136–8, 169, 213
1960–76 224–8, 265
1976–91 312–13, 354
future 359–60
Jardine Matheson 12–13
Jardine Skinner 12–13, 79–81
Jauhar, G.K. 207, 390
Jenkins, Owain (Sir) 390
1840–1939 46–9
1939–47 94
1950–9 187–9, 190
1960–76 264–5
jute industry
Balmer Lawrie 46
Bird & Co. 39, 93, 123, 179, 181, 269
Duncan Brothers 290–1
James Finlay 118
Jardine Henderson 104, 138, 226–7
Macneill & Barry 114

Kettlewell Bullen 159, 161, 166–7, 371–2
Khaitan, B.M. 378, 390
1960–76 254–5, 295, 296–8
1976–91 319, 323–4
Khaitan Group 353
Kilburn & Co. 29–30, 162, 163–4, 167, 321
knighthoods 146
Kothari, G.D. 223–4, 310–11, 365, 390
Krishnamachari, T.T. 143
Kumar, M.K. 332–3

labour contracting 92, 177
Lawrie, Alexander 42, 94
leave
Andrew Yule 112
Balmer Lawrie 48–9
Begg Dunlop 73, 74
J. Thomas 208
James Finlay 120–1, 173
Mackinnon Mackenzie 18
Leckie, Charles Stewart 58
Legg, Konrad 337
Lovelock & Lewes 71–2, 97–8, 127
Lyall Anderson 40
Lyall Matheson 12

Mackinlay, George 105
Mackenzie, Robert 13
Mackinnon, John 29
Mackinnon family, 13–15, 22
Mackinnon Mackenzie 367–8
1840–1939 13–23, 47, 71–2, 74
1939–47 82–6, 97
1947–9 106–11
1950–9 138–46, 156
1960–76 228–40

Mackinnon Mackenzie *cont.*
1976–91 313–16
Macneill, Duncan 29
Macneill & Barry 371–2
1840–1939 28–32
1939–47 81, 82, 83, 88–90
1947–9 106, 107–8, 113–17, 127
1950–9 138–9, 144, 145, 156–69, 204
1960–76 231–3, 246–60
1976–91 314, 319–27, 329
future 360
Macneill & Co. 28–30, 50, 113
Macneill & Magor 377–8
1840–1939 63–4
1950–9 203–4
1960–76 247, 256, 294–8
1976–91 319–26, 350–1, 353
future 363
Magor, Richard 63, 255
Malik, H.S. 69
Malik, I.S. 69, 70
Mallya, Vijay 354
marriage 18, 220
Martin Burn 98, 127
Marwaris 187–9, 271, 304, 352–3
McCaw, Anthony 166–8, 371–2
McIntosh, Alexander Rankin 53
McLeod
1840–1939 40–2
1939–47 128, 129
1947–9 183–5, 213
1950–9 183–5, 213
1960–76 280–2
1976–91 335–6
McLeod, Charles 40
McLeod, Russel 41, 227–8, 264–6, 327–9
Mealing, Kenneth 382
Mehera, Saroj 372–3, 390–1
1840–1939 36
1947–9 122
1950–9 174–5
1960–76 267–8
1976–91 328–9
future 361
Mehta, Girdharilal 79–81, 137–8, 226–7, 313, 360
Mehta, Kanti 165
Mehta, S.G. 313, 359–60, 391
Mehta family 105, 337–8
mem-sahibs
1840–1939 74–7
1939–47 100–2
1947–9 132–3
1950–9 214–20
1960–76 258, 305–7
1976–91 356–8
Miles, Charles (Sir) 391
Mitter, Bhaskar 86–7, 150–1, 369, 391
Momen, G. 391
Monteath, Ruthven 368, 391
1840–1939 15–21
1939–47 83–5
1947–9 108
1950–9 140–2
Moorshead, John 88
Morgan Grenfell 25–6, 148
Morgan Stanley 25
Mountbatten, Louis (Lord) 71
Muir, Hugh Brown 33
Muir, John (Sir) 33–4, 267

Newson, Percy (Sir) 13
Nimmo, John Duncan 59

Octavius Steel
1840–1939 52–7
1950–9 194–6, 199
1960–76 286–7, 289
1976–91 344–5

Ogilvie, Alec (Sir) 391
1840–1939 26
1947–9 112
1950–9 148–9
1960–76 243
Orr Dignam & Co. 2, 364, 379–80
1840–1939 65–71
1939–47 95–7
1947–9 127–8
1950–9 197, 205–6
overproduction 68

P&O
1840–1939 13–23, 32
1939–47 82–6
1947–9 106–11, 113
1950–9 138–46
1960–76 228–40
1976–91 313–16
packet tea 262, 342, 363
Pakbay Company Limited 112
paper industry 123
Parekh, Vinod 380–1, 391
1950–9 207–8
1960–76 284–5, 299–300
Paris, Walter 382–3, 392
1947–9 131
1950–9 213
1960–76 303–5
Parsons, Michael (Sir) 252, 392
Paterson, David Jardine 79–80
Paterson, E.A. 105
Paterson, John Jardine (Sir) 104–5, 136–7, 225–8, 366–7, 392
Paterson, Robert Jardine 82
Paul, Swraj 354
pecking order 9, 62–3, 74, 213
pension schemes 286, 309
Andrew Yule 152
Balmer Lawrie 189
Mackinnon Mackenzie 18, 238, 315
Macneill & Barry 251, 259
Octavius Steel 195
Pepperell, Peter 201–2, 290–2, 376–7, 392
Pilkington, David 178
Pinder, Douglas 278, 280
Place, Siddons and Gough 66, 68
Playfair, Patrick 58–9
Powvola, M.K. 70
Prashad, Pran 180–2, 271–2, 273, 374, 392
prejudice *see* discrimination
Price Waterhouse 98, 127
production bonuses 89

quotas 46

R.G. Shaw 50, 274–80, 331, 332–3
racism *see* discrimination
rationing 197
Ray, Arabinda 178–80, 337–9, 376, 392
Ray, B.P. 3–4, 205–6, 298, 364, 379–80, 392–3
recruitment
Andrew Yule 146
Balmer Lawrie 48, 94
Bird & Co. 92
Gillanders Arbuthnot 136, 227
J. Thomas 207
James Finlay 90, 171, 175, 263
Jardine Henderson 13, 105–6, 137
Lovelock & Lewes 72
Mackinnon Mackenzie 17, 19, 139, 141, 144

recruitment *cont.*
Macneill & Barry 114, 169
McLeod 42
Shaw Wallace 276
Turner Morrison 28
Williamson Magor 203
redundancies
Mackinnon Mackenzie 235, 237–8
Macneill & Barry 258–9
religion 100, 218–19, 260
reputations
Andrew Yule 149
Balmer Lawrie 49
Bird & Co. 39
Duncan Brothers 61–2, 200
Gillanders Arbuthnot 10
James Warren 193
Jardine Henderson 104
Mackinnon Mackenzie 17, 21, 23
Macneill & Barry 32
Octavius Steel 52
Ritchie, James 33
Rivers Steam Navigation Co. (RSN) 247–52, 257
Rome, Michael 203, 393
rope manufacture 167–8
Routledge, Guy 393
1840–1939 41–2, 73
1947–9 128–9
1950–9 207, 208
Roy, Dipak 381, 393
1947–9 130
1950–9 211–12
1960–76 300–2, 305–6
1976–91 354, 355–6
Roy, Peter 255
Roy, Preeta 305–7, 356–8, 383, 393
RSN (Rivers Steam Navigation Co.) 247–52, 257
Ruia, G.S. 393
Ruia family 338–43

Sahay, Vishnu 166
salaries *see* earnings
Sandys-Lumsdaine, Gillem 363, 377, 393
1950–9 203–4
1960–76 295–6
1976–91 351
Sanyal, K.S.B. 245–6, 317–18, 360, 393–4
Saroop, Narindar 151–4, 394
schools 220, 225
Scott, Angus 277–8, 280
servants 101–2
Shaw, David 40
Shaw, R. Gordon 40
Shaw Finlayson & Co. 59
Shaw Jamieson & Co. 40
Shaw Wallace 375
1840–1939 40
1947–9 120, 127
1950–9 169, 182–3, 213
1960–76 274–80, 304
1976–91 328, 331–5, 353–4
Shepard & Co. 50–1
shipping industry
Gillanders Arbuthnot 8
James Finlay 118
Mackinnon Mackenzie 15–16, 106–10, 145–6, 229–30
Macneill & Barry 30
Turner Morrison 27, 28, 87
Shroff, A.D. 116–17, 159–60, 167
Sim, Alexander (Sir) 151, 154
Sime Darby 274, 277–80, 331, 354
Singhania, S.D. 223, 224, 366, 394
Singhania, S.N. 311–12
Sircar, N.N. (Sir) 3
Skinner, John 12

social life
1840–1939 11–12, 17, 32, 47, 48, 68–71
1950–9 154, 172, 192, 215–17
1960–76 260, 299, 305
1976–91 356–7
solicitors
1840–1939 65–71
1939–47 95–7
1947–9 126–8
1950–9 205–6
1960–76 298
Srinivasan, K. 331–5, 394
Stamper, Henry 135–6, 222–3, 394
Standard Chartered Bank 64–5, 204–5, 363–4, 378–9
Steel, John 54, 56
Steel, Octavius 52–6, 394
Steuart, John Robert 33
strikes 210
Bird & Co. 177
James Finlay 172
Mackinnon Mackenzie 141
Macneill & Barry 165, 249
Stuart, John 42
Surita, Pearson 280–1, 394
Syme, Angus 69–70

Tata-Finlay 260–8, 327–9
Tata Group 361–2, 411
1947–9 116–17
1950–9 157–9, 164
1960–76 252–3, 260, 262, 264–8
1976–91 327–30
Tata Tea 328–30, 373
taxation
1939–47 82
1947–9 109, 111, 120, 127
1950–9 136, 149, 161, 164, 176, 183, 188–9
1960–76 242, 261, 263, 291, 300
1976–91 317, 322
Taylor, Bill 165
tea auctions 209–10
tea brokers
1840–1939 72–4
1939–47 98–100
1947–9 128–30
1950–9 206–12
1960–76 298–303
1976–91 354–6
Tea Control Act 68
tea industry
Andrew Yule 245, 318
Balmer Lawrie 46, 47–8, 186
Duncan Brothers 59–61, 125–6, 198, 290–1, 346, 349–50
Gillanders Arbuthnot 310–11
James Finlay 173, 329–30
James Warren 51–2, 284–6, 338–43
Jardine Henderson 225
McLeod 41
Octavius Steel 53–5, 57, 194, 344
Williamson Magor 296–7
Thomas Cumberlege and Inskipp 51
Tully, William 6–12, 394
Turner, Geoffrey 28
Turner family 88
Turner Morrison 370
1840–1939 26–8
1939–47 87–8
1947–9 112–13
1950–9 154–6

under-invoicing 271–2, 281, 352

Vernede, Jack 198–200, 394
Vohra, Yash 182–3, 287, 344–5, 394–5
voluntary work 76–7, 100–1, 214–15, 220, 356–7

wages *see* earnings
Wahi, Harnam 168–9, 322–3, 325–7, 360, 372, 295
Wallace, Charles William 40
Walker, Johnnie 88, 183–4
Warren, James 49–50, 395
Warren, W. Kenneth 51–2, 395
Warren, Walter 50
Warren Tea 376
  1840–1939 49–52
  1947–9 128–9
  1950–9 192–3, 202, 206
  1960–76 284–6
  1976–91 336–43
Waters, Hugh C. 2, 395
  1840–1939 66–71
  1939–47 96–7
  1947–9 127–8
  1960–76 246
Watts, E.L. 66
Williams, F.C. 286
Williamson, George (Junior) 64
Williamson, George (Senior) 63
Williamson, James Hay 63, 395
Williamson Magor 377
  1840–1939 63–4
  1939–47 95
  1947–9 129
  1950–9 203–4
  1960–76 254–5, 294–8, 304
  1976–91 319, 326, 350–1
  future 363
Williamson Tea Holdings 203, 295
work duties
  Andrew Yule 152
  Balmer Lawrie 47–8, 49
  Bird & Co. 39, 93
  Duncan Brothers 62
  Gillanders Arbuthnot 8, 10
  James Finlay 119
  Lovelock & Lewes 72
  Mackinnon Mackenzie 16, 18, 19–22, 142–3
  Macneill & Barry 31
  McLeod 41
  Orr Dignam 67
  Turner Morrison 28
Wright, Bob 149–50, 244–5, 395–6
Wright, Roger 64–5, 205, 352–4, 378–9, 396

Yule, Andrew 24
Yule, David (Sir) 24–5
Yule, George 23–4