

1.Q. I understand that you are now engaged in writing your memoirs. What kind of ground will you cover ?

A. Yes, you are right; I am nearing the end of the work. It will be an intellectual autobiography. I have a story to tell of three lives -- as a Politician, as a Writer and as a Management man. Each of these cover a long period from Civil Disobedience and a term in prison in 1933 onwards; from Our India in 1940 onwards; and from joining Tatas in 1941 onwards.

At the moment, I am on my second "vacation" from politics and am enjoying it. I am now engaged in management consultancy writing and other extra-curricular interests.

2.Q. You have written several books. How do you look back at them and which is your favourite ?

A. Though Our India had a phenomenal sale because of its patriotic urge, my own preference is for the Growing Human Family published in 1951 which is an elementary sociology for young folks and seeks to answer the questions posed by the poet:

"Oh why do we gather in herds
Like a lot of excitable birds,
And chatter and bawl
About nothing at all
In wholly inaudible words ?"

I am also happy about my heretical book, Socialism

Reconsidered, which was published in 1944 in which I renounced Marxism and turned to Gandhiji's socio-economic thought

Then there was, of course, my short History of the Communist Party of India which I did as a research project for the Institute of Pacific Relations in the U.S.A. in 1954. I was very careful not to allow the strong views that I hold about communism to influence the book. Evidently I succeeded because, when the CPI's Polit-bureau met to consider what to do about the book, they found they could not possibly slang it, as they would normally have done, because of its impeccable accuracy. So they issued a fatwa that nobody should ever mention the book so as to kill it by completely ignoring its existence !

3.Q. Since 1941 when you joined Tatas, you have been associated with the world of Management. How do you look back on your seventeen years in Bombay House and why did you leave Tatas in 1957 ?

A. I look back to my work in Bombay House with pleasure and satisfaction. I did a variety of jobs there, moving from Tata Chemicals to Tata Aircraft, then on to the Public Relations Department and finally ending up as the Executive Head of the Office of the Chairman, Mr. J.R.D. Tata. The last assignment was of course the most interesting and the most rewarding. Mr. Tata

is a wonderful man to work with. I recall that, when he hired me Mr. Tata ended the talk with a remark that would of course never be placed /I in charge of Labour Relations. The amusing thing is that, in the early '50s, I was appointed the firm's Advisor on Industrial Relations and even today I am sometimes called in to deal with Employee Relations. Mind you, I am still pro-Labour, and an advocate of the Right to Strike as part of a free society. As a Consultant, I am now neutral and am able to appreciate the point of view of both sides and be of help to both in bringing them closer.

4.Q. What made you start your Management Consultancy firm, Personnel and Productivity Services ?

A. When I had to leave Tatas in 1937 on my election to Parliament as an Independent M.P. in opposition in order not to cause embarrassment to the Firm, I had to find a way to earn my living and I decided that this was the way I would do it. At that time, Management Consultancy was in a stage of infancy. Today, it has grown, and a couple of years ago I was President of the Management Consultants' Association of India.

In fact, since I started functioning as a Management Consultant there has been a veritable "Managerial

Revolution" in India. I still recall how the Bombay Management Association was established in 1954 in a small and a modest way. This was possible only because of the labours of a dedicated Englishman, B.J. Stedman, who used to work with Metal Box in Bombay. My friend, Mr. N. Dandekar, and I both encouraged him in putting the BMA on its feet. Today, membership of such Associations have become fashionable and almost a routine.
