
Ramachandran K.R.: **TAPEDARI** (Kannada), IBH Prakashana, Bangalore, pp. 217–233, 1988.

The book under review is an account of the author's life as a bureaucrat in the IAS cadre. Written in simple and engaging style, it is a welcome addition to Kannada literature.

The author recounts in detail, as an autobiographical narration, the making of a career bureaucrat. Interspersed with humorous and interesting accounts the book engages the attention of the reader and takes him through major happenings in post-war India. The author's life in the IAS cadre reveals the make up of a typical conservative, old school bureaucrat. These are particularly evident in his perceptions and reactions to various incidents narrated in the book. For an average person of the 1990's, it may not be possible to agree to the above perceptions but the author's thoughts on various events enable one to appreciate the compulsions under which certain decisions are taken or actions are done.

Sri K.R. Ramachandran's role as a Dean at IIM after his retirement from the Indian Administrative Service was an interesting assignment for a career bureaucrat. His contributions to the organisational structure of the Institute are well documented. However, his attitude of subservience to the Director and inability to appreciate and handle the ideosyncracies of the academic community of the Institute is possibly a pointer that administration of academic institutions is not necessarily the forte of IAS cadre bureaucrats. The inclusion in full, of the certificate of appreciation given by the Board of Governors of IIM is not in good taste and a seasoned bureaucrat of K.R. Ramachandran's calibre should know that such certificates are routine and do not mean anything!

The epilogue is indeed a good summary of the author's perception of the status and interaction of IAS cadre bureaucrats in the civil administration system. However, his suggestions to combat the plague of corruption are rather naive. The intentions of the author appear to result from genuine concern and form a good ending to this autobiographical account.

Summing up, it is a good book which should be of interest to those interested in contemporary civil service administration practice.

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