

The Magic Carpet



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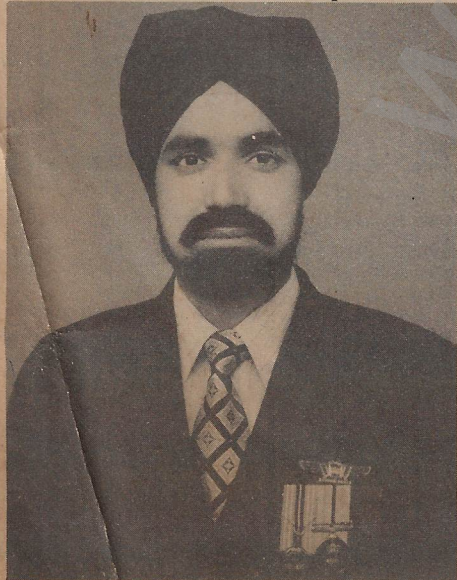
MODEL SWAPPING to mark the new Pool Agreement between Air-India and BOAC are our ground receptionist at London Airport Danusia Okarmus (R) and BOAC's Cheryl Evelyn.

Courageous employee averts catastrophe

By Naosherwan Nalavala

WHEN Gurdev Singh Kalsi, a Plant Technician with Air-India's Ground Support Division in Delhi, boarded the United Air Lines Flight 144 on June 20, 1973 at 9.30 a.m. at Vancouver, he was relaxed after a pleasant holiday in Canada and looked forward to joining his family in Chicago. He occupied seat 33A and looked out of the window to watch the landscape drift past.

Gurdev Singh Kalsi, whose courageous act averted a catastrophe.



Enroute to Chicago the DC-8 made a brief halt at Seattle. Gurdev Singh went to the transit lounge for a cup of coffee.

Twenty minutes after take-off from Seattle when the "no smoking" sign was switched off a tall, lanky man in his thirties rushed to the hatch at the rear of the aircraft and attempted to open it manually.

One of the hostesses tried to pull him away and was thrown aside. Her colleagues rushed to her aid, but the man with a devil in his eye, sent them sprawling.

Our man Gurdev Singh on hearing the commotion turned round. He jumped to his feet and like a bull gone berserk charged at the man and threw him off balance. In a trice the man was on his feet again and bulldozed his head into Gurdev Singh's stomach throwing him to the ground.

But before Gurdev fell he clutched the man close to his body and locked his legs firmly in a vice-like grip. In the meantime Commander Bruce Kennedy came rushing down the aisle and gagged the assailant with plastic ropes.

Gurdev Singh helped Bruce tie him up to a crew seat while he was grilled with questions. He gave no answers but bellowed out ape-like grunts.

(continued on page 2)



Mr. J.R.D. Tata, Chairman, (L) inaugurates BOADICEA link in Geneva. Assisting him are Mr. N. Mawjee (seated) and Mr. P.M. Gavankar, while Mr. Sydney Fernandes looks on.

Push-button age comes to Geneva reservations

AT 10.30 A.M. on June 30, 1973, the Reservations System in Geneva became computerised and it was our happy privilege that the "cut-over" was inaugurated by our Chairman Mr. J.R.D. Tata. Geneva was the first European station to be integrated into the new system.

The first query the Chairman put to the Computer was whether it was holding a seat for him to Bombay on AI-112 the next day. Much to his surprise and joy, within seconds came the prompt confirmation.

Nawroz Mowjee and his Reservations Staff spent a delightful morning answering the Chairman's innumerable questions about the intricacies and the technicalities of computers. Mr. Tata warned the Reservations boys and girls that now that they have no paper-work, he expected all of them to be out selling!

Many thanks to Jack Maslen from the British Airways Board and to P.K. Gavankar from the MIAS Division who gave their valuable time training the Staff.

- Pat Rodricks

Minister's greetings on nationalisation day



सत्यमेव जयते

पर्यटन तथा नागर विमानन मंत्री
MINISTER OF TOURISM & CIVIL AVIATION

NO.1779/TCAM(I)/73

1.8.1973

MESSAGE

Please accept and convey to all employees of Air-India my warm personal greetings and congratulations upon your 20th Anniversary. Air-India has a magnificent record of which the nation is proud. As you enter your third decade I hope there will be a sense of renewed dedication on the part of management and all the employees, so that Air-India can continue to carry the Indian presence with distinction throughout the world.

Karan Singh
(Karan Singh)

Shri J.R.D. Tata
Chairman
Air-India, Bombay.

AIR-INDIA

AIR-INDIA BUILDING, NARIMAN POINT, BOMBAY 1

CHAIRMAN

3rd August, 1973

Dear Dr. Karan Singh,

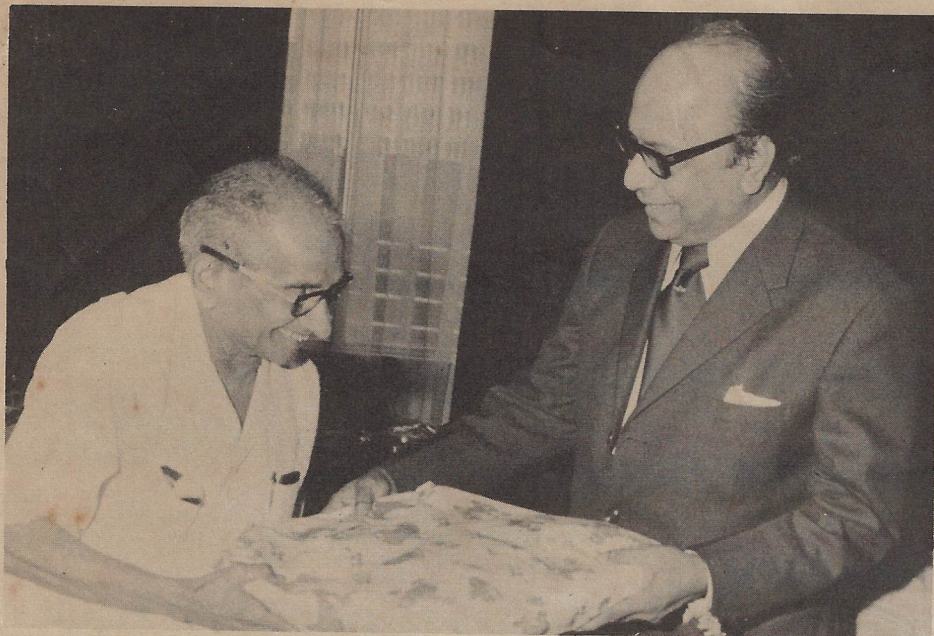
On behalf of Air-India and all its staff including myself, may I express our grateful thanks for your kind message of congratulations and good wishes on the occasion of our Corporation's 20th anniversary, and assure you that we will spare no effort to keep our country's flag flying high?

While we are all proud to serve our country and are grateful for the support and confidence extended to us by Government since nationalisation twenty years ago, may I respectfully point out that on 1st August 1953 the Government of India owned 51 percent of the airline which was, therefore, already a Government company as defined under the law. Nationalisation merely transferred to Government the minority holding of the airline which otherwise continued its existence as before under the same name and the same management. On 1st August 1973, therefore, Air-India had twenty-five years of unbroken service to the country as its international flag carrier.

With kindest regards,

Yours sincerely,

J.R.D. Tata
(J.R.D. Tata)



Mr. K.K. Unni, MD, making a presentation to Mr. J.M. Ghate, Airport Correspondent, of the Times of India, Bombay.

HE WAS THERE 41 YEARS AGO

MR. J.M. Ghate, the doyen of airport correspondents at Santa Cruz, Bombay, completed a quarter of a century in aviation journalism on August 1, 1973. Mr. K.K. Unni, Managing Director of Air-India hosted a luncheon on August 10, 1973, in the HCI Restaurant in honour of Mr. Ghate, who is also the Airport Correspondent of the Times of India and President of the Aviation Journalists Association.

Amongst the many congratulatory messages received by Mr. Ghate was a warm letter from our Chairman. "I am happy to learn", Mr. Tata said in the letter, "that apart from being perhaps the oldest active working journalist in the country, you will now enter the 25th year of aviation journalism. As one who has been closely connected with civil aviation in this country for the last 40 years, I would like to convey to you my warm greetings on this occasion and to wish you many years of health and continued service to Indian Aviation."

Speaking at the luncheon Mr. Unni said, "Mr. Ghate has a special relationship with Air-India because he was one of the few journalists in India to witness the birth of commercial aviation in India at Juhu aerodrome 41 years ago." Mr. Ghate

who was at the time representing Navakal, a Bombay Marathi daily, was on hand at Juhu Aerodrome to cover the historic event when Mr. J.R.D. Tata landed at Juhu on October 15, 1932, inaugurating the first commercial service in India from Karachi to Bombay.

"At 75, Mr. Ghate must surely be", Mr. Unni added, "the oldest working journalist in India. This is an age when most of us sit back and enjoy a comfortable retired life. But not Mr. Ghate. At 70 he started learning Sanskrit and is now not only able to read but speak the language".

Mr. Unni paid a tribute to Mr. Ghate for his objective and impartial reporting of the aviation scene over the past 25 years. Presenting him with a Rallis table fan as a token of appreciation from Air-India Mr. Unni said: "We are all deeply appreciative of the support and co-operation extended to Air-India by Mr. Ghate over the years."

Replying to the toast Mr. Ghate thanked Mr. Unni and Air-India for all the courtesies shown to him during the past 25 years.

Earlier on August 1, 1973, Mr. Ghate was feted at Bombay Airport by the representatives of international airlines and his newspaper colleagues.



Above, Air-India introduced its newly appointed Agency & Interline Manager Malcolm Wilde, at a cocktail reception in the St. Regis Hotel, New York. Seen in the photograph are (L to R) Charles Scott, System Manager Interline Sales, AA; Malcolm Wilde; Frank Martin, our Sales Manager, Joe Metzler, Asst. Agency and Interline Manager, SAS; Bill Bucher, Director, Interline Sales, SWA. Below, 12th Anniversary of our Philadelphia office. (L to R) George McGee, ASM, Philadelphia, and P.F. Mahta, RD-USA & Canada.



Inside U.S.A.

by M. Chudasama

IN the last few months, a number of staff changes have taken place in the region. Vasant Deshmukh, our Reservations Manager, has returned to Bombay, and Melville Pais has returned to New York, after an absence of a few years. Ram Puri, A.S.M., Los Angeles, has taken over as Sales Development Manager, Pacific, headquartered in New York and Brij Mehra, formerly in Calcutta has succeeded him. Vishwa Kayshap and Mani Sequeira have been named to succeed Mohan Sodhi and Cedric Newnes, longtime Airport and Passenger Service Managers. Malcolm Wilde, English expatriate and D.S.M. Dallas since the inception of the office is now an expatriate from Texas and replaced Alan Yarrow, who has resigned, as Agency and Interline Manager. Taking his place in Dallas is Clyde Deacon, who was D.S.M. Chicago.

Home base

George McGee, for the last five years A.S.M., New York, returned to home base, Philadelphia, in time to celebrate the twelfth anniversary of the office, of which he was the first Manager. Ed Macedo, who was D.S.M. in New York, succeeds George.

Bill Maresca, our only eligible but elusive bachelor manager in the field, has moved on from Philadelphia to open an Air-India office in Atlanta. This is the first new office opened in the region in several years and will serve the territory formerly covered by Miami, which was simultaneously closed.

The unusual result of the series of changes is a strengthening of interline relations with British Caledonian Airlines, the British carrier who recently inaugurated their transatlantic services. Although their advertising tagline is "The Airline That Other Airlines Hate" we just can't feel that way about BCAL, not with Mr. L. Ramchandran, our former regional accounts manager, Hosy Bharucha, also of accounts, Mohan Sodhi and Cedric Newnes from the airport and Alan Yarrow, Agency and Interline Manager, all now working with them.

Fine gesture

CAPTAIN K. VISHVANATH, Director of Planning (Technical), who retired from the Corporation on June 16, 1973, has donated Rs. 3,700 to the Air-India Staff Welfare Fund. Captain Vishvanath spent nearly 37 years in Air-India and the amount therefore represents Rs. 100 for each year he served.

Courageous employee averts catastrophe (continued from page 1)

Bruce went back to the cockpit and radioed a message to the authorities for the police to stand-by, while Gurdev guarded the man as he made desperate attempts to set himself free.

As the aircraft taxied to a halt at Chicago airport, the passengers gave a sigh of relief as did Gurdev Singh and the crew. The police boarded the aircraft, tied hooks round the feet of this "very dangerous man", considered insane, and dragged him away.

Gurdev Singh was about to disembark to hurry home, when the Commander called out to him and said, "On behalf of United Air Lines and on behalf of the crew, I thank you and Air-India for helping us in our hour of crisis. We are indeed very

grateful". Having uttered these few words of appreciation the Commander pinned on his lapel a UAL insignia with the words 'FUTURE PILOT' and handed him a certificate bearing the honorary title 'FUTURE FLIGHT CREW MEMBER', which entitles Gurdev Singh Kalsi to travel free on United Air Lines all his life "with all the rights and privileges appertaining" to a flight crew member.

In a letter dated June 26, 1973, Mr. William C. Speicher, Director of Consumer Relations, United Air Lines, once again thanked Gurdev Singh for having saved the aircraft from certain disaster, and added: "We would be happy to furnish you with one round-trip pass on United Air Lines on your next visit to the

States. Please let us know when and where you wish to travel with us, and we will make the necessary arrangements".

Gurdev Singh considers his courageous act as his "duty in having to grapple with the assailant" He says, "It is really my training in the Air Force that has helped me face this crisis".

Now 36, one could hardly believe that Gurdev Singh served in the Indian Air Force for 15 years as a technician in the transport division. He saw active service during the Indo-Pak war of 1965. The Raksha Medal and the Samar Seva Star, which he proudly displays on his chest along with the UAL badge, amply bear testimony to his courage and valour.

AT NARIMAN POINT:

The one place you'll
never be bugged!



Hoarding is a crime!



LONDON DIARY

By Trevor Turner

AS part of the 25th Anniversary celebrations, the RD-UK and Mrs. Dalal held a reception at the Dorchester Hotel to celebrate the occasion. This was a larger party than we have given for a good number of years and it was attended by many of the senior executives of travel agencies, tour operators, airlines, the airport authorities, and many other good friends of Air-India. The acting High Commissioner and Mrs. Rasgotra received the guests together with Mr. and Mrs. Dalal, and everybody seemed to enjoy themselves.

* * *

For the first time for several years we seem to have been blessed with a good summer and we have been enjoying good weather for several weeks. This has increased the attraction of London for visitors, although the hoteliers report that business is not as good as they would like. May be this is because there has been a tremendous increase in hotel beds available over the last few years.

* * *

There seem to have been a number of official Air-India visitors coming and going. The Prime Minister, Mrs. Indira Gandhi, was in transit on her way to Canada and was here again on her return. Just prior to that Dr. Karan Singh, Minister of Tourism and Civil Aviation, visited London, when he visited Bond Street and the Tourist Office.

* * *

The redesigning and redecorating of the ground floor in Bond Street

progresses and it will soon be possible for some of the redesigned area to be reoccupied again by those who have been temporarily housed on the 2nd floor. Everybody will be pleased when this operation is over because of the inconvenience of working with the noise and dirt created by the changes. The painters have also been busy on the 6th floor and there are rumours about having some new carpets.

* * *

Ethnic Sales are booming and everyone was pleased when July came and the long talk about new excursion fare was finally agreed and introduced. Thanks to our Ethnic Sales, we are at present above target, although Cargo have also been doing well and were up on their target for April and May. It is interesting to note that further study of last year's UK revenue shows that overall we were earning Rs. 1 crore.

* * *

We said goodbye to Ramnath Naik, who we were sorry to see go, but we wish him good luck back in India and at the same time we welcome Keki Govewalla, who has joined us as Regional Accounts Manager.

Bond Street also said goodbye to Phyllis Dignum, who was on our switchboard, therefore, known to all of us for five years. We wish her and her family well in their new life in Canada.

* * *



U.K. Passenger Sales Manager, Pat Conway, won £500 when he visited the races at Ascot and subsequently generously entertained his office colleagues. Seen L to R: Randhir Singh, Manager - Ethnic Sales, UK, Amir Khairaz, Passenger Relations Manager, Reg Mahnon, Interline Sales Superintendent, Raj Vaide, Asst. Sales Manager, UK, Len Rowe, Sales Officer.

Another farewell to somebody who has been with us a long time was to Ann Alexander (nee Palmer), who spent 12 years with us in our Birmingham off-line office, and she decided to leave us after she had her second baby. She has been replaced by Irine Anderson, who comes to us from British Midland and who seems to have settled down well in the office environment.

Of the 30 airlines in Birmingham, Air-India has been there for 18 years and for all this time Joe Harvey has been in charge. It is a very busy office, as the Birmingham area can be considered to be in the heart of the U.K. export country. Our staff are proud of the fact that in the financial year 1971-72, Birmingham office earned more revenue than any

other offline office on our system.

Nari Obra looks after the Ethnic market, which, of course, is a big job in the midlands and Jack Haslam is at the Birmingham Airport office as our Cargo man. As many people know Birmingham is one of the largest U.K. cities and it has been redeveloped in a very modern style and most people who go there for the first time, are guaranteed to lose their way. Like London there has been a tremendous hotel building programme over the last few years, which was very necessary in view of the fact that no new big hotel had been built in Birmingham for 180 years.

* * *

The finals for this year for the Maharajah League for the various parts of the UK have recently taken place and several of the presentations have been made. This is the league which we run for all the Cooks offices up and down the country, who get points for the number of bookings they make. This is becoming quite an institution with the Cooks organisation and we certainly believe it helps with the sales.

* * *

Security is uppermost in most people's minds these days and there was a brief moment at the Airport recently when everybody was even more on their toes. One consignment of cargo, awaiting to be shipped, suddenly started to make a strange noise and there was obviously some form of mechanism which was responsible. All systems flashed red for a few moments but when the matter was investigated it was found to be a battery operated shoe polisher which had started to operate.

* * *

We have asked Chris Wren, the well-known aviation cartoonist and Editor of Esso Air World, to give his 'impressions' of our various Departments in London. He starts off with Bond Street. Those of our readers who had seen the old Aeroplane Magazine would be familiar with Wren's cartoon features 'Wroundabout' and 'Touchdown'.

Wroundabout with Wren:

No. 1 - Bond Street



INTERVIEW

MD talks to the Mag

Q. 1: Dr. Karan Singh, Minister of Tourism and Civil Aviation sent his personal greetings to the Chairman and Air-India staff on the 20th Anniversary of nationalisation. What was the State of the Industry 20 years ago?

A: Let us begin at the beginning. When the second World War began in 1939 most of the civil air transport operations in India came to an end and the resources of the airlines were placed at the disposal of the Government for the war effort. At the end of the War, air transport attracted great interest as a field of speculative investment. Capital flowed into this new industry where easy profits were anticipated on the basis of wartime experience.

By 1947, 21 companies had been registered. About 115 war-surplus Dakotas, which were available cheaply, were acquired by these companies. According to the estimates made by Sir Frederick Tymms, the then Director of Civil Aviation who had submitted plans to the Government for post-war reconstruction of civil aviation in India, no more than four airlines with a fleet of about 40 Dakotas would have been adequate to run and maintain air services in India.

Consequently the airlines sustained huge losses and there was general instability in the industry. This led to the appointment of the Air Transport Inquiry Committee by the Government of India in February 1950 with Justice Mr. G.S. Rajadhyaksha, a judge of the Bombay High Court, as the Chairman. The Government of India wanted to ensure that the operation of air services was placed on a firm economic footing and that the future development of air transport in India proceeded on sound and healthy lines.

Q. 2: Did the Committee specifically recommend nationalisation?

A. No. However, the Committee did list several arguments in favour of State ownership. State ownership of airlines is not a new concept. Of the 107 airlines which are members of IATA as many as 42 are owned by governments, 28 are of mixed ownership and only 37 are privately owned.

The Government of India decided to nationalise the airlines. The Minister for Communications who introduced the Air Corporations Bill in Parliament in 1953 pointed out that from the point of view of Defence requirements, operation of all air services by a State Organisation would be the most desirable arrangement.

He also said that air transport is a public utility service and ought to be developed in the national interest, unhampered by the paramount necessity of making a profit, which would be the overriding consideration in the private enterprise.

A State Organisation, in his opinion, would also be able to plan the

future of the industry in a more comprehensive way. Rapid developments are taking place in the technique of civil air transport and only a State Organisation would be large enough and have the resources to take full advantage of such technical developments.

Q. 3: How did nationalisation affect Air-India?

A. The history of Air-India goes back to 1932. As you are aware the Aviation Department of Tata Sons, which is the present company was formed in 1932, and was turned into a public limited company in July 1946 to operate domestic services. When this company decided to undertake international operations, it formed a separate company, Air-India International Ltd., in 1948 with Government participation. Government undertook to take 49 per cent of shares, with an option on a further two per cent. Air-India Limited were appointed technical managers of the new company.

When the airlines were nationalised, Air-India International was formed into a separate Corporation with the same name for international operations. Mr. J.R.D. Tata, who pioneered commercial aviation in India in 1932, became the first Chairman of the nationalised undertaking and thereby ensured continued and uninterrupted leadership of the enterprise which he had founded and nurtured from 1932.

Here, I would like to quote what the Chairman said in his reply to the Minister's greetings: "On August 1, 1953 the Government of India owned 51 per cent of the airline which was, therefore, already a Government company as defined under the law. Nationalisation merely transferred to Government the minority holding of the airline which otherwise continued its existence as before under the same name and the same management. On August 1, 1973, therefore, Air-India had twenty-five years of unbroken service to the country as its international flag carrier."

Q. 4: Looking back do you agree that nationalisation has benefited the air transport in this country?

A. Certainly it has. One has only to look at the growth of the two nationalised corporations—Air-India and Indian Airlines—to realise this. In August 1953 when Air-India International came into being as a nationalised Corporation, our fleet consisted of only four Constellations operating four services a week between Bombay and London and two services a week between Bombay and Nairobi.

If you compare this with the present situation, you will get an idea of the fantastic growth achieved by Air-India in the last 20 years. Now we have a fleet of four Boeing 747 jumbo jets and nine Boeing 707s. Our route network covers 28 countries, spanning five continents. At the time of nationalisation, our revenue was around Rs.3.00 crores

a year. In 1972-73 it shot up 34 times to Rs.101 crores. Similarly, our capacity went up 22 times to 830.153 million available tonne kilometres, our passenger traffic 13 times to 546,000, our gross block assets almost 98 times to Rs.158.82 crores and our staff 4½ times to 10,426.

Q. 5: How did Air-India finance this growth?

A. During the last 20 years the bulk of the investment for the purchase of aircraft was financed from Air-India's internal resources. As a matter of fact Air-India has ploughed back into the business Rs.69.13 crores till the end of the financial year 1973 as against a total of Rs.46.82 crores invested by Government so far. After nationalisation we started getting capital funds from the Government. During the period from August 1953 to March 1954 we received Rs.1.95 crores as capital from the Government. By 1962-63 our capital had reached Rs.26.82 crores which remained at that level for the next eight years.

By this time our business had already expanded a great deal and Air-India was able to finance the first cycle of investments in jet aircraft during the sixties largely from its own internal resources. Subsequently we received Rs.5 crores as capital in 1970-71, Rs.10 crores in 1971-72 and a further Rs.5 crores in 1972-73 which brings our capital to Rs.46.82 crores.

This capital is notionally divided into 50 per cent loan capital and 50 per cent equity capital. Up to the end of 1972-73, we have paid the Government Rs.8.54 crores by way of interest on loan capital and Rs.6.58 crores by way of dividend on equity capital.

Q. 6: Was there a moratorium on payment of interest on loan capital until 1966? If so, why did Air-India start paying earlier than required?

A. Although there was a moratorium on payment of interest on loan capital till 1966, we on our own started paying interest from 1963-64 because our financial position had improved considerably.

As a matter of fact because of our overall financial strength we were successfully able to raise loans from the World Bank and other US commercial banks for the purchase of a fleet of Boeing 707s as well as 747s. We raised a total of US\$69.490 for the purchase of Boeing 707s, which has been fully repaid. For the Boeing 747s we raised another US\$104.950 million from the World Bank and US commercial banks. In addition we also raised D.M.36.561 million from Deutsche Bank. We have already repaid US\$19.161 million and D.M.9.140 million from these loans.

Q. 7: Air-India was criticised for going in for jumbos. What has been Air-India's experience?

A. The policy followed by Air-India from its inception has been to equip itself with the latest and most

modern aircraft and to remain competitive in the international air transport industry, which undoubtedly is the most fiercely competitive industry in the world. Air-India has purchased and operated a wide range of aircraft beginning from the Puss Moth to the Dakota, from the Viking to the Constellation and Super Constellation and from the Boeing to the Jumbo Jet. This policy of acquiring and operating the most modern equipment which is inevitable if we are to retain and maintain our competitive position in this marginal industry, has been proved by experience to be a sound and prudent policy even in the case of the Boeing 747.

The large capacity of the Jumbos is already being fully utilised for passenger and cargo traffic on the main India-USA via UK route. There is no doubt that jumbos are cheaper to operate. A jumbo consumes 40 per cent less fuel per unit of transportation as compared to a 707. Its operating cost per ATKm is 20 per cent lower. There are over 200 Boeing 747 aircraft in commercial operation all over the world. Air-India was right in acquiring these modern large capacity aircraft, without which it would not have survived for long on its blue ribbon trunk route to Europe, the UK and the USA.

Q. 8: If this is true, then how do you account for the losses suffered by Air-India in the last two years?

A. The introduction of Jumbo jets by Air-India unfortunately coincided with a worldwide economic recession and a period of rising costs and lower fares. Apart from a substantial increase in staff costs, there has been a 25 to 30 per cent increase in the cost of fuel which is the second largest item of expenditure in airline operation. The cost of aviation fuel incurred by Air-India during the current year will be Rs.18.09 crores. The State Governments, except Delhi, impose heavy sales tax on aviation fuel.

This year we shall have to pay an additional Rs.66 lakhs for fuel uplift in India, following the recent rise in fuel prices. A similar price increase is taking place abroad. Also the landing charges for the Jumbos are being raised by the airport authorities all over the world. For one landing, the charges range from Rs.6,790 at Indian airports to Rs.14,036 at London. In spite of these factors our loss in 1971-72 was only Rs.1.66 crores (after providing Rs.7.20 crores for depreciation and Rs.3.80 crores for interest) after 18 years of unbroken profitability. In 1972-73 our loss is down to Rs.94 lakhs (after providing Rs.9.62 crores for depreciation and Rs.6.57 crores for interest). We hope to break-even in the current year, or even make a small profit.

Q. 9: Does this mean that you had anticipated losses over a short period?

A. Yes. Let us look at the situation in a proper perspective. A massive investment of Rs.100 crores is bound to adversely affect

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the financial results over a short period. This is an accepted economic fact.

It is generally not realised that buying a fleet of new aeroplanes also means building up support facilities to service and maintain them. In the case of the 747s, this has been extremely expensive. Air-India has always aimed at self-sufficiency in terms of engineering and training facilities, mainly because we are located so far away from the main centres of international air transport activity. An airline of our size, say in Western Europe or USA, would probably not feel it necessary to have such extensive facilities of its own. It can contract out much of the specialised work to outside agencies. We cannot do this. Therefore, we have had to spend a lot of money building up workshop facilities and acquiring training aids such as the Boeing 747 simulator. Our engineering facilities, in recognition of their high standard of equipment and workmanship, have been awarded the Repair Certificate by the Federal Aviation Administration, USA.

Because we have built up such excellent facilities, which we regard as a national asset, we are able to do a lot of work for the Air Force and Indian Airlines. For instance, we service and maintain the F's fleet of Super Constellations and overhaul jet engines of Indian Airlines.

10: What about Air-India's role promoting tourism?

Air-India is playing a significant role in increasing and promoting tourism to India and the results of 'Operation Europe', 'Operation USA' and 'Operation India' entrusted to Air-India by the Government of India have proved a marked success and this programme is proposed to be extended to the Far East and Australasia. A number of special promotional fares between India and other countries have been introduced which have generated large increase in tourist traffic and it is to be hoped that the low yield per seat mile will be compensated by a higher load factor to ensure profitability. The introduction of bigger aircraft and the growth in traffic led to the expected increase in tourism call for heavy investment in the development of international airports, in building up domestic transport capacity, in surface transportation and in hotels. The International Airports Authority has been established on the recommendation of the J.R.D. Tata Committee to expand and modernise the international airports.

11: What are Air-India's future plans?

The future investment plans of Air-India are included in the five year plans of the Government of India and during the next Plan period from 1974 to 1979, the proposals of Air-India include purchase of three more wide-bodied jets commencing 1975-76 at the rate of one per year. This addition to the present

fleet of subsonic jets is necessary to consolidate Air-India's position and maintain profitable growth in its operations on its established routes. The next Plan period will also see the introduction of wide-bodied jets by Air-India on the route from India to Japan and from India to Australia, apart from increasing the number of frequencies on the India/UK/USA route. The total Plan outlay will be of the order of Rs.112 crores. The Plan also includes introduction of Real Time Computer Reservations System which becomes inevitable with the growth in operations.

Air-India has already entered into an agreement with BOAC in London for the introduction of instant reservation system in its offices in the US, the UK and Europe, which became operational in the summer of 1973. The problems and challenges of the Jumbo Era are such that they call for the application of all modern management tools and techniques, management controls, pricing policy and market expansion with the ultimate goal of consumer satisfaction, along with profitable financial results. This will not entail any retrenchment of staff. On the contrary, it will generate employment opportunities and the Management is hopeful of reaching an understanding with the Union which has raised objection to the Real Time Computer System. The system is inevitable if Air-India is to face the challenge of international competition.

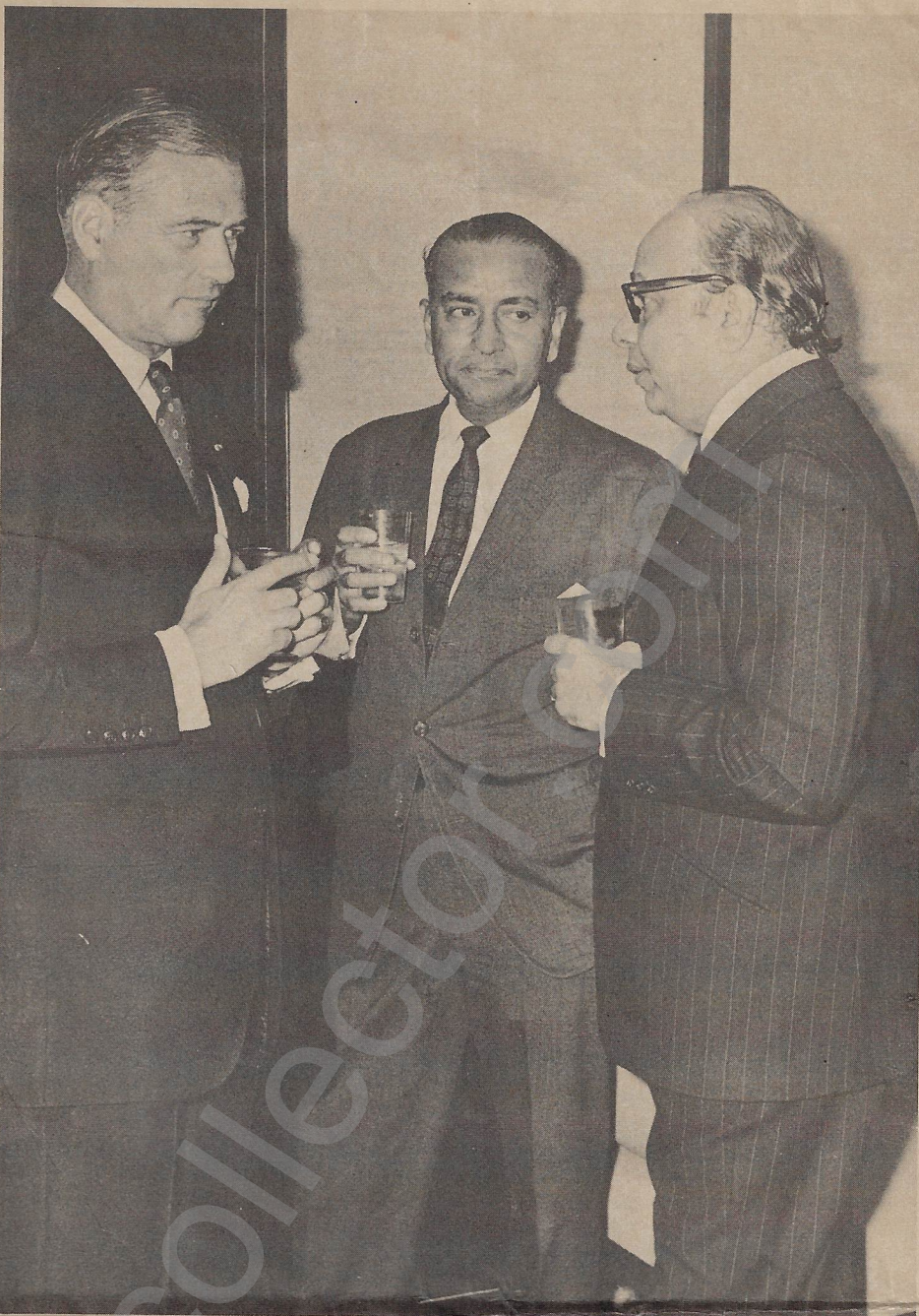
Q. 12: As a national carrier what has been Air-India's contribution to India's economy?

A. Air-India's contribution to the national economy has several aspects. It has helped to promote tourism and exports by air and has made significant contribution to the foreign exchange earnings. Since 1965-66 Air-India has earned a total of Rs.212.27 crores in foreign exchange and after meeting its expenditure abroad it has earned and saved for the country foreign exchange to the extent of Rs.64.54 crores.

We also have a programme of import substitution aimed at encouraging local skills and technology. We have got much of our 747 ground support equipment and in-flight items indigenously manufactured with the intention of cutting imports and saving foreign exchange. Because of this policy, we saved the country a total of Rs.119.55 lakhs between 1966-67 and 1971-72.

In terms of direct contributions to the exchequer, one can point to interest paid to Government on Loan Capital and dividend on Equity Capital, customs duty paid on aircraft, spares and stores and aviation fuel, sales tax and other levies paid on aviation fuel to State Governments and Municipalities.

The two Corporations serve the country in emergencies as a second line of defence. Besides the availability of aircraft for the country's use, the highly trained pilots and other technical staff are at the disposal of the Government for all



Mr. K.K. Unni, Managing Director, gave a reception in Delhi to Mr. Knut Hammarskjold, Director General of the International Air Transport Association, who visited India recently. Seen in the Photograph are (L to R) Mr. Hammarskjold, Air Chief Marshal P.C. Lal, Chairman and Managing Director of the Indian Airlines and Mr. Unni.

eventualities. I recall with pride the magnificent response from the employees during the 1971 war and the silent contribution they made during a time of crisis.

The hard core of trained staff of every category - the pilots, engineers, navigators, cabin crew, ground staff, technicians, administrators and the experts in every aspect of airline operation, form the backbone of our operations. They are Air-India's most important asset. In fact, our success is built on them and I should like to take this opportunity to pay a tribute to all our staff in India and abroad who, by their dedicated efforts, have made Air-India what it is today. I have no doubt that with their unstinted support and co-operation Air-India, as the Flag-Carrier, will continue to add lustre to the good name of this country.

Q. 13: The Air Corporations' Act 1953 was amended last year. What was the purpose of amendment?

A. If you look at the main points of the Amendment, you will notice that it is directed towards making the working of the two Corporations smooth and flexible. The main points are that the maximum number of Directors has been increased from 9 to 15, which has enabled the appointment of functional Directors to the Board. It has enabled the Corporations to establish other subsidiary services, such as Hotels, Charter Company, etc. The Corporations have been empowered to incur capital expenditure without

previous approval of the Government to the extent of Rs.40 lakhs, as against Rs.15 lakhs prior to the Amendment. The need to obtain prior approval from the Central Government to make regulations has been done away with, and more extensive Delegation of Powers has been given to the Corporations.

Q. 14: What are the future prospects of Air-India?

A. We are planning for the profitable growth of Air-India during the '70s and the expansion of Air-India's services on the existing routes and also to other areas of the world with which India has economic and cultural relations.

The financial prospects for the future should be viewed with cautious optimism. This is primarily because the downward trend in airline fares proceeds unimpeded whereas all costs - particularly fuel costs, user charges and wage bills - have rapidly increased over the years and threatens to increase at a higher rate in the coming years. In fact, the reduction in airline fares is probably the only instance of a price decrease in an inflation-bound world. This is a general industry problem.

Air-India is making sustained efforts to achieve significantly higher load factors on its services which will ensure profitable operations. We are confident that Air-India will continue to remain an efficient, profitable and a well-managed public sector undertaking. □

MISCELLANY

The Rogue's Gallery

SOME 30 years ago, a lovable little thing happened to Air-India: the Maharajah", so begins the introduction to a booklet entitled "The Rogue's Gallery" produced by our Publicity Section.

Mr. Jal Cowasji, Commercial Manager-Publicity, who wrote the introduction, says: "At the time, nobody anticipated that this seemingly-innocent creature would grow into the most colourful and popular impersonator of the century. When Bobby Kooka first introduced his creation, the Maharajah, to me, I felt an instant rapport between us. I noticed the Maharajah was a little shy and that he didn't make enough public appearances. But I also saw a great potential in him and began to feature him in our forthcoming attractions, with top billings. Soon, very soon, he became the star performer he was destined to be, and today — the image of an entire airline is built around him.

"They love him. They chuckle, frown, ggle, roar, scream, smile at him and with him. They hate him for his guts. And they admire him, for the same reason. They write about his pranks. And against them. But they always enjoy what he does. All of them. All over the world.

"Never before, and never since has an airline crossed the boundaries of aviation and touched so many hearts so warmly. This collection of posters will attempt to tell you the story of an airline and its protégé.

"The posters whisk you away to the days of Tata Air Lines, Air-India International, to Air-India today. They take you to faraway places. With the Maharajah they explore the psyche of a city. Often with a touch

of humour, always via unforgettable ideas.

"Many of these posters have won awards. At home and abroad. Many have won acclaim. And many have won anger. The Moscow poster (No.127) has a splash of local colour but the Big Bear growled, loudly. The Paris poster (No.108) touched on the "inside" story but the French were not amused. The Brussels poster (No.141) caused a mild tremor in India and was banished from sight. The London poster (No.82) added further gloom to the British tourist machinery in Australia. Venus da Milo (No.81) thanked the little man for unearthing the missing limb and allowed him to take liberties. Leonardo da Vinci (No.99) vowed never, never again to touch a brush. And the Duke of Wellington (No.101) was ready to ride to war again when he discovered that the Maharajah was preferred to him.

"But inspite of all these catastrophes the love affairs continued. The Maharajah kept up his style and splendour, his affection and humour, his freedom. And the men who conspired with the Maharajah in his roguish adventures were the artists at the Air-India Studio, Thompsons, and other internationally known designers.

"The Gallery will never be complete. The Maharajah will go on taking liberties, he will impersonate and be sentenced to a life-term of love. Through the years, the people have discovered that there are many works of art, but there is only one masterpiece: the Maharajah alias the Rogue."



Mr. C.S. Pinto, RD-EA (2nd from R) seen with three of the longest serving staff at Hong Kong (L to R) Kartar Singh, Mrs. Annie Leung and C.P. Yip at a staff party held on the occasion of the 25th anniversary of our international operations.

Hong Kong veterans

IF I told you I am not a proud employee of Air-India, I would not be telling the truth", Mrs. Annie Leung, Secretary to our Manager, Hong Kong told Mr. K.R. Ramanath of South China Morning Post, when she was interviewed on the occasion of the 25th Anniversary of our international operations.

She is among the three longest serving employees in our Hong Kong office. The other two are chauffeur Kartar Singh and typist-clerk C.P. Yip. All of them joined Air-India in 1954 when we began operating to Hong Kong.

Annie helped Mr. Peter F. Mahta, now Regional Director - USA & Canada, set up office in Hong Kong in 1954. Since then she has worked for four other Managers - Mr. R.N. Kaul, Mr. B.B. Gulati, both now retired, Mr. H.P. Billimoria and now Mr. R.P. Mishra.

"I have seen Air-India grow and I feel proud that we all have contributed a good deal in building this airline to what it is today," said Annie.

The three of them now want to see our Jumbos operating through Hong Kong.

VANNI Cultural Association formed by Air-India staff was launched recently with a colourful variety entertainment programme at the King George High School, Dadar. Mr. S.K. Nanda, our Chief Personnel Manager was the guest of honour for the inaugural function.

In his speech, Mr. Nanda stressed the importance of such associations in strengthening the cultural bonds which unite the peoples of India "Unity in diversity is the hallmark of our cultural heritage", said Mr. Nanda. He felt that such cultural organisations serve a useful purpose in providing outlet for creative talent amongst our staff.

Earlier, Mr. S. Srinivasan, President of the Association in his welcome speech briefly gave the objectives of the Association and its future programme.

The highlight of the programme was a Tamil Drama "Vazha Vathavan", which was well received by the large audience. Before this Miss Padmini Rangarajan, daughter of Mr. Rangarajan, gave an excellent performance of Bharat Natyam.

After the programme, Mr. S. Nagarajan, Secretary of the Association, thanked staff for their overwhelming support for the Association which had made the inaugural programme such a success. He appealed to the other cultural associations to come together in a joint effort to promote a greater cohesiveness amongst staff.

Cultural Association



At the inaugural function of the Vanni Cultural Association are seen (below, L to R) Mrs. Nanda, Mr. S. Srinivasan, President of the Association, Mr. S.K. Nanda, our Chief Personnel Manager and the Chief Guest, Mr. S. Nagarajan, Secretary and Mrs. Saraswathy Venkateswaran of Pay Accounts. Above right, Miss Padmini Rangarajan seen during the Bharat Natyam performance.

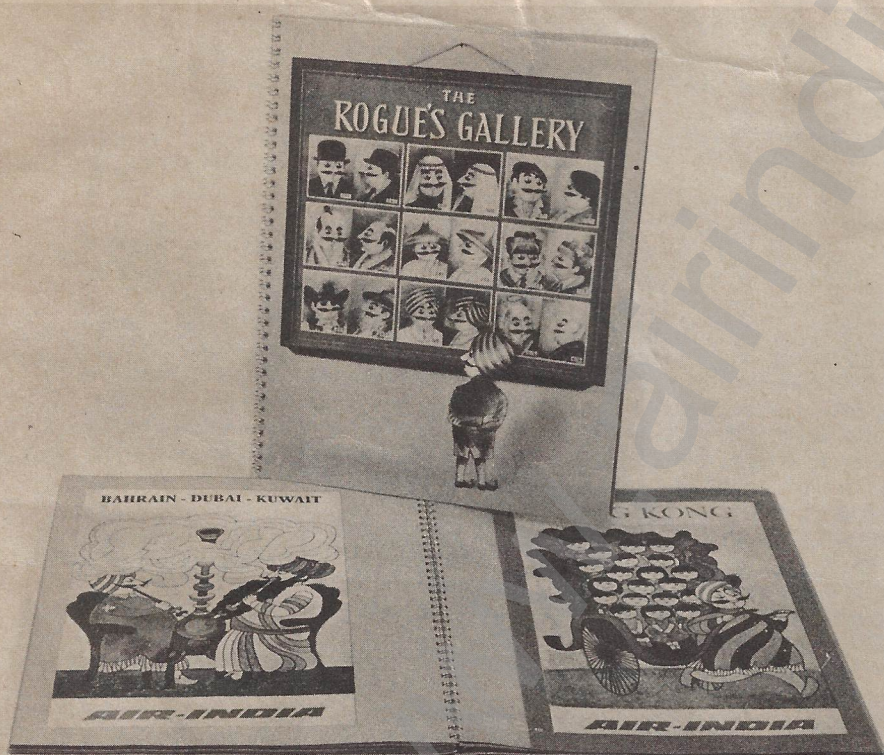


Lending a helping hand

WHEN S.S. Saudi, a ship belonging to the Mogul Line, sank off the east coast of Africa, in the last week of June this year, Air-India's help was sought in flying out survivors and bodies of those who had lost their lives in the tragedy from Djibouti. Our flight AI-208 of June 29, 1973 was diverted to Djibouti specially for the purpose.

In a letter to Mr. Balendu Shah, Dy. Commercial Director, thanking Air-India for the help, Mr. J.G. Saggi,

Managing Director of Mogul Lines, wrote: "The Mogul Line is indeed grateful to you for extending your hand of assistance when we were passing through considerable strain and anxiety about the survivors ex-S.S. Saudi. The diversion of Air-India Flight 208 from Addis Ababa to Djibouti and lifting of the survivors and bodies was of great help to us and to the survivors and their families. We are very appreciative of the generous manner in which the help requested for was rendered."





Mr. H.K. Bhatnagar, our Asst. Manager Catering, during a cooking demonstration at the Addis Ababa Hilton.

Cooking the curry at Hilton

ABOUT 50 appreciative ladies of Addis Ababa watched a demonstration of cooking succulent Indian dishes by our Assistant Manager Catering Mr. H.K. Bhatnagar.

Mr. P.A. Narain, our Manager-Addis Ababa and Sudan, and Mrs. Meenakshi Narain took the opportunity of Mr. Bhatnagar's brief visit to Addis Ababa to arrange a lunch at the Hilton for specially invited guests,

among whom was Mrs. Sen Gupta, wife of the Indian ambassador.

Mr. Bhatnagar, a graduate of the Catering College, Bombay, demonstrated the preparation of Shami Kabab, Vegetable Samosas, Dry Fruit Pilau and Kofta Curry.

Mrs. Joyspha Kotari and Wro. Woinshet Abebe were the lucky winners of two Addis-Nairobi-Addis tickets on Air-India in the lucky dip conducted at the end of the function.

Indian artists abroad

AIR-INDIA collaborated with the Rotary Club of Bombay in a programme of exhibitions of Indian artists in Zurich, Brussels, Hamburg, Dusseldorf, Kronberg and Essen.

The Rotary Club of Bombay has been accorded the Significant Achievement Award for international service by Rotary International for this project.

Among those who collaborated to make this project possible were Mr. K.K. Umni, our Managing Director, Mr. Nari Dastur, our Commercial Director, Mr. Arvind Kilachand, Proprietor of Sona at Dusseldorf, where one of the principal exhibitions was held, and Mr. Kekoo Gandhi of Gallery Chemould, who co-ordinated the arrangements on behalf

of the Rotary Club of Bombay.

The portfolio of miniatures "707 Legends of Love" distributed at these exhibitions was widely appreciated. These exhibitions have helped to make European art circles more aware of the existence of contemporary art in India.

At a get-together at Gallery Chemould during the recent exhibition of Barwe to wind up the exhibition programme, the various organisations whose co-operation made this programme possible were thanked. The enthusiastic response both from the European Press and the Ministry of External Affairs to this programme was a well deserved tribute to the pioneering role of Air-India, in promoting Indian artists.

Air-India collaborated with the Rotary Club of Bombay in a programme of exhibitions of Indian artists in cities of Europe. At a get together in Bombay, the artists are seen with Mr. Jot Singh, our Publicity Manager, Europe (right, in suit).



BOEING 747 RECORD

Boeing 747s in service with 32 airlines have logged a total of more than 1.5 million flying hours since the first superjet was delivered in December 1969. Thirty-two of the 210 airliners have flown more than 5.5 million miles each, and two have flown 6 million miles.

Tour Manager

Prof. M.V. Chandgadkar, Secretary, Board of Control for Cricket in India garlands Mr. Vijay Manjrekar, our Sports Officer and Manager of the Indian School Boys' Cricket Team, before the team's departure for England. Below, Mr. Madan Lall, our Area Sales Manager, Western India, making a presentation to B. Reddy, the Captain of the Indian School Boys' Cricket Team.



Panthakey triumphs

K.N. Panthakey of our Transport Division defeated Sunderam of Indian Airlines, Madras, to clinch the title in the first Air-India/Indian Airlines Chess Tournament. The Tournament was played in the Kashmir Hall of the YMCA Tourist Hostel in Delhi between July 6-9, 1973.

The Tournament started with league matches amongst the two-men teams from Air-India and Delhi, Calcutta, Bombay and Madras regions of Indian Airlines. Mr. Iqbal Kishenji, the well-known Chess veteran of national fame, who conducted the Tournament, declared the two pools after a draw dividing the teams.

Panthakey and S.Y. Karnik, the other member of our team, emerged

as the winners of 'A' and 'B' pools respectively, with Samuel of IA Bombay and Sunderam as the runners-up.

In the knock-out matches Panthakey defeated Samuel while Karnik was beaten by Sunderam.

As people crowded in the Kashmir Hall to watch the final battle, the question in everyone's mind was: who would win? Would it be Panthakey, Air-India champion for three successive years and Maharashtra State player or would it be Sunderam, Tamil Nadu State player and a former Inter-University Champion who has had an opportunity of sharpening his skills in practice sessions with Manual Airen, five times National Champion?

Sunderam was five minutes late for the match. He looked at the two handsome trophies, shook hands with Panthakey who was sitting quietly and then sat down opposite him. Sunderam went into attack straight-away. Would Panthakey meet the onslaught successfully? Panthakey took full 30 minutes to make his counter attack which left him 40 minutes in which to make his next 38 moves! It was a brilliant piece of strategy which caught Sunderam in a jam. Panthakey led his King out of danger, but both players raced against time. For the next 30 minutes only the ticking of the clock was heard in the Hall. Everyone watched the game in anxious silence.

Sunderam defeated the clock but not his opponent. When he saw his bishop in a trap, he gave up.

In the second game, Sunderam's King was castled on the wrong side and Panthakey had three of his Chessmen well placed for the final battle. At the 18th move, Panthakey's elephant also marched into the field and Sunderam had no other alternative but watch as his chessmen stood helpless. Panthakey had won.

K.N. Panthakey (right) of our Transport Division and S.Y. Karnik of Accounts who represented Air-India in the first Joint AI/IA tournament. Panthakey won the Championship and he is seen here with the trophy.



WHO'S WHO & WHERE

PROMOTIONS

COMMERCIAL DEPARTMENT

Mr. N.K. Somayazulu	Station Manager (June 1, 1973)
Mr. Ravi Mani	Station Manager (June 1, 1973)
Mr. M.N. Mehra	Station Manager (June 1, 1973)
Mr. G.D. Subramaniam	Station Manager (June 1, 1973)
Mr. V.D. Deshmukh	Station Manager (June 1, 1973)
Mr. M.P. Mascarenhas	Station Manager (June 1, 1973)
Mr. R.M. Kaul	Station Manager (June 1, 1973)
Mr. B.K. Dastoor	Station Manager (June 1, 1973)
Mr. B.L. Parashara	Station Manager (June 1, 1973)
Mr. G.S. Ramchand	Station Manager (June 1, 1973)
Mr. P.H. Bandodkar	Station Manager (June 1, 1973)
Mr. G.K. Kapoor	Station Manager (June 1, 1973)
Mr. A.A. Dharamsey	Station Manager (June 1, 1973)
Mr. S.R. Shirodkar	Station Supdt. (May 1, 1973)
Mr. A. Abbas	Station Supdt. (May 1, 1973)
Mr. G.S. Krishna Ayyar	Station Supdt. (May 1, 1973)
Mrs. U. Parikh	Station Supdt. (May 1, 1973)
Mr. A. Joseph	Station Supdt. (May 1, 1973)
Mr. K. Satyamurti	Station Supdt. (May 1, 1973)
Mr. A.F. Cutinha	Station Supdt. (May 1, 1973)
Mr. T.A. Francis	Station Supdt. (May 1, 1973)
Mr. P.P. Lumba	Station Supdt. (May 1, 1973)
Mr. H.M. Thadani	Station Supdt. (May 1, 1973)
Mr. M.C. Pereira	Station Supdt. (May 1, 1973)
Mr. C.S. D' Mello	Station Supdt. (May 1, 1973)
Mr. E.G. Coelho	Station Supdt. (May 1, 1973)
Mr. E.V. Nunes	Station Supdt. (May 1, 1973)
Mr. F.N. Dordi	Station Supdt. (May 1, 1973)
Mr. L.H. Vaney	Station Supdt. (May 1, 1973)
Mr. A.G. Kadam	Station Supdt. (May 1, 1973)
Mr. N.A. Mantri	Station Supdt. (May 1, 1973)
Mr. N.J. Creado	Station Supdt. (May 1, 1973)
Mr. K.G.S. Menon	Station Supdt. (May 1, 1973)
Mr. S.K. Gulati	Station Supdt. (May 1, 1973)
Mr. S.C. Mathur	Station Supdt. (May 1, 1973)
Mr. K. Subramaniam	Asst. Stn. Supdt. (July 2, 1973)
Mr. J.T. Adwani	Asst. Stn. Supdt. (July 2, 1973)

Mr. R. Soosai Raj	Asst. Stn. Supdt. (July 2, 1973)
Mr. P.L. Wali	Asst. Stn. Supdt. (July 2, 1973)
Mr. D.R. Tawde	Asst. Stn. Supdt. (July 2, 1973)
Mr. B.A. D' Souza	Asst. Stn. Supdt. (July 2, 1973)
Mr. E.D. Pinto	Asst. Stn. Supdt. (July 2, 1973)
Mrs. S. Batliwala	Asst. Stn. Supdt. (July 2, 1973)
Mr. D.J. Mobedji	Asst. Stn. Supdt. (July 2, 1973)
Mr. S.M. Telang	Asst. Stn. Supdt. (July 2, 1973)
Mr. Aman Khan	Asst. Stn. Supdt. (July 2, 1973)
Mr. A.S. Shetty	Asst. Stn. Supdt. (July 2, 1973)
Mr. G.O. Barnabas	Asst. Stn. Supdt. (July 2, 1973)
Mr. D.R. Mehta	Asst. Stn. Supdt. (July 2, 1973)
Mr. S.S. Raghavan	Asst. Stn. Supdt. (July 2, 1973)
Mr. A. Herbert	Asst. Stn. Supdt. (July 2, 1973)
Mr. A.K. Sarkar	Asst. Stn. Supdt. (July 2, 1973)
Mr. P. Mazumadar	Asst. Stn. Supdt. (July 2, 1973)
Mrs. N.R. Shirvaikar	Asst. Stn. Supdt. (July 2, 1973)
Mr. M.S. Medhora	Asst. Stn. Supdt. (July 2, 1973)
Mr. R. Sivasubramanian	Asst. Stn. Supdt. (July 2, 1973)
Mr. J.C. Shah	Asst. Stn. Supdt. (July 2, 1973)
Mr. R.B. Joshi	Asst. Stn. Supdt. (July 2, 1973)
Mr. V. Ramakrishnan	Asst. Stn. Supdt. (July 2, 1973)

OPERATIONS DEPARTMENT

Mr. S.V. Shenoy	Simulator Maintenance Engi- neer (April 15, 1973)
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PERSONNEL DEPARTMENT

Mr. M.V. Ramnathkar	Personnel Officer (April 1, 1973)
Mr. Y.K. Khale	Personnel Officer (April 1, 1973)
Mr. R.G. Sule	Personnel Officer (April 1, 1973)

PLANNING DEPARTMENT

Mr. R.R. Pandit	Asst. Stn. Supdt. (July 2, 1973)
Mr. R.H. Gorimar	Asst. Stn. Supdt. (July 2, 1973)

TECHNICAL PLANNING

Mr. R.P. Upadhya	Planning Officer (July 16, 1973)
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ACCOUNTS DEPARTMENT

Mr. R.M. Naik	Asst. Financial Controller (July 1, 1973)
Mr. K.R. Ghatge	Asst. Financial Controller (July 1, 1973)

Accounts (contd.)

Mr. T.M. Venkataraman	Asst. Financial Controller (July 1, 1973)
Mr. M.N. Gopalakrishnan	Asst. Financial Controller (July 1, 1973)
Mr. S.R. Gupte	Asst. Financial Controller (July 1, 1973)
Mr. A.R. Rajagopalan	Sr. Accounts Officer (July 1, 1973)
Mr. V.G. Gogate	Sr. Accounts Officer (July 1, 1973)
Mr. E.J. Khambatta	Sr. Accounts Officer (July 1, 1973)
Mr. P.C. Khanna	Sr. Accounts Officer (July 1, 1973)
Mr. C.N.C. Sekhar	Sr. Accounts Officer (July 1, 1973)
Mr. K.S. Gangadharan	Accountant (July 1, 1973)
Mr. S.R. Mehta	Accountant (July 1, 1973)
Mr. T.M. Krishnan	Accountant (July 1, 1973)
Mr. M.P. Joshi	Accountant (July 1, 1973)

Mr. K.K. Subramaniam	Accountant (July 1, 1973)
Mr. C. Krishnan Kutty	Accountant (July 1, 1973)

CIVIL WORKS & PROPERTIES DEPARTMENT

Mr. A.J.F. Dias	Sr. Technical Officer (June 1, 1973)
Mr. V. Varadachari	Secy. to Controller of Civil Works & Properties (July 2, 1973)

STORES DEPARTMENT

Mr. R. Lakshmanan	Deputy Manager (June 15, 1973)
Mr. T.F. D' Souza	Deputy Manager (June 15, 1973)
Mr. E.A. Collins	Deputy Manager (June 15, 1973)
Mr. N.O. Vyas	Deputy Manager (June 15, 1973)

SECURITY SECTION

Mr. J.C. Adams	Security Officer (June 1, 1973)
Mr. G.N. Bhongade	Security Officer (June 1, 1973)

POSTINGS

COMMERCIAL DEPARTMENT

Mr. C.S. Patel	Manager-W.A. & S.A., Perth (June 20, 1973)
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OPERATIONS DEPARTMENT

Capt. R.K. Spencer,	Sr. Captain, Bombay.	London
Capt. J.P. Kanga,	Sr. Captain, Bombay	London
Capt. N.J. Shroff,	Sr. Captain, Bombay	London
Capt. H.S. Narendra,	Sr. Captain, Bombay	London
Capt. R.G. Mudholkar,	Sr. Captain, Bombay	Hong Kong
Capt. P.F. Patel,	Sr. Captain, Bombay	Perth
Capt. N. Sethi,	Captain, Bombay	London
Capt. D.I. Sargon,	Captain, Bombay	London
Capt. S.N.C. Misra,	Captain, Bombay	Hong Kong
Capt. D.E. Pushong,	Captain, Bombay	Hong Kong
Capt. S. Choudhury	Captain, Bombay	Hong Kong
Capt. K.B. Singh,	Captain, Bombay	Hong Kong
Mr. T.K. Anilasmha,	Navigators, Bombay	Hong Kong
Mr. P. Manchanda,	Navigators, Bombay	Hong Kong
Mr. S.C. Gopal,	Chief Flt. Engineer, Bombay	London

Operations (contd.)

Mr. D.H. Dallas,	Flt. Engineer, Bombay	London
Mr. A.B. Luiz,	Flt. Engineer, Bombay	London
Mr. S.P. Bawle,	Flt. Engineer, Bombay	London
Mr. J.K. Bannerji,	Flt. Engineer, Bombay	Hong Kong
Mr. S.S. Kamath,	Sr. Flt. Ops. Officer, Bombay	London
Mr. J.N. Jagasia,	Sr. Flt. Ops. Officer, Rome	London
Mr. P.V. Gopalrao,	Sr. Flt. Ops. Officer, London	New York
Mr. G.D. Bhat,	Sr. Flt. Ops. Officer, New York	Rome
Mr. M.A. Kadar,	Sr. Flt. Ops. Officer, Bombay	Beirut
Mr. S. Padmanabhan,	Flt. Ops. Officer, Moscow	London
Mr. S. Venkatesan,	Flt. Ops. Officer, Madras	Moscow
Mr. K. Srinivasan,	Flt. Ops. Officer, Hong Kong	Bombay
Mr. P.M. Oomen,	Admn. Officer (Ops.), London	Bombay
Mr. A. Hariharan,	Crew Scheduling Officer, Bombay	London
Mr. S. Subramanian,	Asst. Crew Scheduling Officer, London	Bombay